

Annual Report of WASSAN

2011-12; 2012-13



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Annual Report of WASSAN

(2011-12, 2012-13)¹

During this period, WASSAN's engagement with watershed management projects and rainfed agriculture has triggered several changes internally (within the organization) and externally (policy and programs of government). WASSAN started functioning as project implementing agency under government sponsored Integrated Watershed Management Project, which is a new role for a resource support organization. Similarly, WASSAN also supported and contributed to the policy formulation processes of watershed management in the country. As part of working groups/ drafting committees for watershed management, WASSAN could contribute to approach papers for 12th Five Year Plan for watershed management; revised Common Guidelines for IWMP (2012) and greening of watershed management projects. As a resource support organization, WASSAN has been engaged with NABARD funded watershed projects in Andhra Pradesh; GoI funded watersheds in Tripura; Orissa; Jharkhand; Chhattisgarh. In Malkangiri (Orissa), WASSAN is anchoring a secretariat for a group of field based NGOs and strengthening them to take up watershed management projects. WASSAN conducted impact studies on watershed management; assessed preparedness of state governments in watershed management practices and organized series of consultation and sharing workshops in different parts of the country. Several agencies – NIRD, MANAGE; State Level Nodal Agencies were part of this process.

Similarly, WASSAN could make important advancements on policy and programs for revitalizing rain-fed agriculture in the country. Revitalization of Rainfed Agriculture Network (RRA Network) is growing in membership, agenda and importance. WASSAN is providing secretarial support to this network and also taking up specific responsibilities as part of the overall mandate. During the initial phases, the members of the network were actively engaged with policy formulation processes, mainly approach papers for 12th Five Year Plan of Government of India. These efforts could yield good results in terms of inclusion of several concerns and strategies for reviving rainfed agriculture, in the policy framework. Currently, several members are actively engaged with demonstrating the efficacy of these strategies in the form of “comprehensive pilots” in different agro-climatic zones of India. WASSAN team is providing necessary guidance and support to the network members in the design and execution of the comprehensive pilots. As part of this, WASSAN is actively

¹ 1st Draft by MV Rama Chandrudu

engaged with district administration in Mahabubnagar, Andhra Pradesh and community based institutions in Bomraspet; Kosgi and Daulatabad where the comprehensive pilots are being anchored by WASSAN.

As part of the above two major initiatives, WASSAN is also engaged with sector specific initiatives such as employment and land rights; fisheries; low carbon farming; application of Information, Communication and Technology tools for climate resilience agriculture; production of relevant communication materials; groundwater management by collective use of bore wells policy formulation processes; up-scaling of System of Rice Intensification; livestock related networking, promotion of millets and research studies on water & sanitation.

During 2011-12 and 2012-13, WASSAN also embarked an internal reflection process to rediscover its own space in the sector and prepare itself for the future. A co-construction process was initiated in Dec 2011, which was facilitated by Shri Gagan Sethi, BoT member of WASSAN. This process has reached an advance stage by the end of 2012 and a new institutional architecture is designed during this stage. Simultaneously, WASSAN also promoted the formation of WASSAH Foundation under Section 25C. This Foundation enables WASSAN Group of Institutions to respond to several newer opportunities in the emerging development scenario.

Several NGOs; government departments; academic institutions, resource organizations; corporate agencies; community based organizations; individuals; donors – were part of this process. WASSAN team takes this opportunity to thank all these members for their support and cooperation.

WASSAN Team
2011-12 & 2012-13

Engagement with Watershed Management

- Origin
- Context
- Approach and Principles
- Past Experiences
- Current Initiatives
- Relevant Policy Documents
- Reports of Studies
- Publications
- Frequently Asked Questions on Watershed Projects

ORIGIN

Drought and vagaries of rainfall have a major impact on the livelihoods of rural communities in rain-fed regions of the country. Government of India has developed a variety of programs and policies to mitigate the negative effects of droughts in the country. Drought Prone Areas Programs; Desert Development Projects, Employment Assurance Schemes, Food for the Work, etc are some of these initiatives. However, the context and discourse of watershed management projects changed completely with the advent of “Guidelines of Watershed Development Projects” since 1994. Based on the recommendations of Dr Ch Hanumantha Rao’s Committee reports, Ministry of Rural Development, Government of India conceptualized the above policy framework, which ushered a new era of watershed management projects in the country. The lessons from good practices that demonstrated the role of local communities in sustainable management of natural resources are integrated into these guidelines. These guidelines made several shifts which were new to the government projects and also to the communities. Local communities are expected to be organized into institutions in the preliminary stages. These institutions are responsible for planning for revival of natural resource base on watershed principles and are responsible for executing these plans too. Funds were directly released to these institutions from District Rural Development Agency. To support this process of community action, Project Implementing Agencies (PIA) are appointed. These PIAs could be even voluntary organizations.

Andhra Pradesh has been one of the very active states in implementing watershed management projects with the support of GoI. As part of its strategy, Commissionerate of Rural Development, GoAP partnered with a large number of grass root level voluntary organizations in the state. GoAP also established District Water Management Agencies (Initially these offices were called DPAP Offices) to provide necessary attention to the project. For several Voluntary Organizations/ NGOs started working with district administration was a new experience and watershed projects were also relatively new to them. There were issues of partnerships, capacity gaps, and administrative complications and over all vision for the partnership between government agencies and voluntary organizations.

Centre for World Solidarity (CWS) Hyderabad is a national resource organizations which facilitated the interactions between voluntary organizations and state/ district level government officers in the form of Annual Network Meetings (during 1995-98). These

Annual Network Meetings helped to develop bondages between these partners and help to resolve several issues. Based on these experiences, the need for a resource support organization emerged for facilitating partnerships for effective watershed management. Watershed Support Services and Activities Network (WASSAN) emerged from this process. WASSAN is formally registered as Charitable Trust on 19 Dec 1999.

CONTEXT

Since 1994, different agencies including ministries at national/ state level; departments; voluntary organizations; community members and others gained considerable experiences and insights on the watershed management projects in the country. These experiences also shaped the policy and practice of watershed management projects in the country. Since 1994, the policy and program design of watershed management projects changed several times. The Common Guidelines for Integrated Watershed Management Projects (IWMP-2008) are the latest version of the guidelines for watershed management projects in the country. These guidelines are also being revised now (In 2012) to give more flexibility and improve the project management.

There are several improvements in the policy and practice. Some of these elements are – inclusion of productivity enhancement components; livelihoods & enterprise promotion; support of planning & monitoring of the projects; establishing dedicated project management teams at state and district levels and so on. These elements were introduced as part of Common Guidelines for IWMP (2008) for IWMP.

However, there are also several challenges which are still plaguing the watershed management projects in the country. Lack of required capacities of facilitating teams/ communities; non-availability of appropriate tools and methodologies for planning and project management; deployment of dedicated teams at district and project level are some of the major challenge in several parts of the country. Though the role of voluntary organizations is clearly defined in the Common Guidelines for IWMP (2008), several state governments are not able/ willing to partner with voluntary organizations.

Current generation watershed management projects have to find themselves in the midst of – changing global equations; changing technology; climate change related issues; deteriorating soil fertility; diminishing forest covers; depleting ground water; increasing urbanization; decreasing productivity of several crops (irrigated/ rainfed crops); newer aspirations of younger generations in rural areas; increasing disparity between rich & poor in the society; conflicting agriculture and land use policies (corporatization of agriculture; special economic zones; increasing mono-cropping; others); breaking institutional arrangements for rural/ agriculture finances; increasing landlessness and further fragmentation of land; low level of political support for agriculture/ rainfed crops – the list seems to be endless. Some of these issues are age-old, while several other issues are increasingly becoming important and more visible in recent past.

WASSAN is finding its own role in the above context to make a meaningful contribution to improve the performance of watershed management projects in the country.

APPROACH AND PRINCIPLES

As a network based resource support organization, WASSAN follows these guiding principles for making its role more effective in the context of watershed management projects.

- Focus on improving the policy framework
- Support the process of operationalizing the policy through building capacities of different actors in the watershed management
- Work at different levels (grass root to national level)
- Perform multiple roles (implementing agency, support organization; networking agency; advocate for better policies; generator of new knowledge)
- Comprehensive approach for ecological balance and economic growth
- Proactively seek opportunities to improve the policy and practice of watershed management projects
- Collaborate and network with relevant partners for developing synergies

PAST EXPERIENCES (1994 – 2011)

- WASSAN Action Study Project
- WASSAN's Support to Deccan Development NGO Network
- Capacity Building Network in RR District
- Partnership with AP Rural Livelihoods Project
 - Process Guidelines
 - Process Monitoring
 - Livelihoods Resource Centers
- Reports of Studies
 - Understanding Processes in Watershed Development Projects in India
 - Understanding Processes in Watershed Development Projects in Nalgonda
 - Understanding Processes in Watershed Development Projects in RR District
 - Consolidating Experiences of DANIDA Funded Watershed Projects
 - Impact Assessment of Watershed Projects in AP (Water Conservation Mission)
 - Impact Assessment of Watershed Projects in UP, Orissa and AP with NIRD Support
 - Others

CURRENT INITIATIVES (2011-12 & 2012-13)

- **WASSAN at National Level**
 - National Forum of Civil Society Organizations for Watershed Approach Based Development Processes
 - Consultations for preparation of approach paper of 12th Five Year Plan
 - National Workshop on Role of NGOs in IWMP
 - Presentations at the Honorable Minister (Rural Development), GoI during Steering Committee Meeting of IWMP on Bottlenecks of IWMP
 - Membership in Committees/ Working Groups
- **Support to State Level Nodal Agencies for IWMP**
 - Andhra Pradesh
 - Tripura
 - Jharkhand
 - Orissa
 - Other States
- **WASSAN as a Resource Support Organization in Andhra Pradesh**
 - Watershed Development Fund Projects with NABARD support
 - Indo German Watershed Development Projects
- **WASSAN as a Project Implementing Agency in Andhra Pradesh**

CURRENT INITIATIVES

- **WASSAN at National Level**
 - National Forum of Civil Society Organizations for Watershed Approach Based Development Processes

WASSAN believed that watershed management projects provide an important opportunity for promoting comprehensive developmental approaches in rural areas. Successive guidelines of watershed management projects also reinforced this. The Common Guidelines for IWMP (2008) also provided for institutional arrangements for effective partnerships between voluntary organizations and watershed management projects. However, there could be several gaps between the policy and practice. There is a need for bridging this gap in a systematic manner. WASSAN realized that several of the innovative policy provisions of Common Guidelines for Watershed Development Projects (2008) are likely to remain on paper and they may not be implemented in reality. Considering this potential danger, WASSAN organized a national consultation of voluntary organizations/ civil society organizations on “Normative Concerns, Challenges and Opportunities in the New Era of Watershed Development Projects in India” on 18th and 19th Sep 08, at New Delhi along with FoRWaRD. During the workshop, it was decided to initiate a “National Forum of Civil Society Organizations for Watershed Based Development Processes in India”. It was

agreed that WASSAN functions as a Secretariat to this Forum. Subsequently, the National Forum was formally launched in July 2009.

- The board purposes of this National Forum are the following.
 - To strengthen the role of civil society organizations in the context of watershed development projects at various levels i.e., by
 - By forging and strengthening partnerships between civil society organizations and various government departments/ ministries/ donors/ others
 - Sharing experiences, lessons learned, good practices and innovations among practitioners, policy makers and researchers
 - Facilitating critical reflecting among different actors on the causative factors behind the low levels of performance
 - Consolidating the experiences and providing a common platform for celebrating the glory of watershed development projects
 - High lighting the contribution of watershed approaches in improving the resilience of rain-fed areas of the country
 - To get recognition that the forum is a responsible, respectable and knowledgeable group of CSOs that offers critical reflection, co-operation and professional support on various issues related to watershed development and natural resource management projects in the country.
- The functions of the National Forum are proposed to be the following.
 - Undertake large scale pilots on watershed approaches in different parts of the country in collaboration with mainstream projects – Next Generation Watershed Projects.
 - Function as a network of resource organizations for capacity building purpose at different levels (national/ state/ regional/ community)
 - Undertake independent monitoring, evaluation and research and provide independent feedback to the policy makers from time to time
 - Facilitate networking, collaborative arrangements and partnerships between Departments and CSOs in different parts of the country
- To give a shape to this idea of National Forum, an ah-hoc committee consisting of key players on watershed development projects in different parts of the state was constituted. This Ad-Hoc Committee met at Development Support Centre, Ahmedabad on 31st Oct 2009, to give a concrete shape to this forum. The Ad-Hoc Committee also proposed the names of potential members of this national Forum and it was decided that WASSAN, as a Secretariat to this National Forum take necessary initiatives to strengthen the agenda.
- However, it was too early for the Forum to interface with the Integrated Watershed Management Projects. Several state governments were still in the process of establishing State Level Nodal Agencies, preparing state perspective plans, etc. The process of engaging NGOs/CSO during this phase remained like a lost priority for them. WASSAN was tracking the process in several states

informally and realized that the consultations among NGOs are not leading anywhere. So WASSAN thought that it is not right time to push the agenda too hard at this point of time, when SLNAs are being set up and they are in the process of taking the initial steps. So after initial consultations, there was a lull period. The full potential of National Forum is yet to be realized. However, WASSAN is in the process of establishing necessary ground and evidence of effective partnerships between NGO Resource Organizations and State Level Nodal Agencies (SLNA) different states, in the overall interest of the watershed development projects in the country.

- As part of these efforts, WASSAN has undertaken the following initiatives to contribute to the improvement of watershed management projects in the country during 2011-12 and 2012-13.
- Consultations for preparation of approach paper of 12th Five Year Plan

- Planning Commission, GoI desired that voices of communities/ civil society organizations be heard in the 12th Five Year Plan. As part of this, Planning Commission, GoI requested WASSAN to organize a consultation meeting on watersheds and livelihoods related issues. This consultation workshop is expected to provide inputs to the process of 12th Five Year Plan of India. WASSAN organized a national consultation workshop “Civil Society Consultation on "Regenerating Natural Resources and Rural Livelihoods in Rainfed Areas of India: Priorities for the 12th Five Year Plan" - under the aegis of

“National Forum of Civil Society Organizations for Watershed Approach Based Development Processes” on 15th and 16th Dec 2010. Several networks of NGOs working on different themes/ issues participated in this consultation workshop.

- This consultation was the first national level consultation workshop on natural resources and livelihoods. Dr Mihir Shah (Member, Planning Commission, GoI) and Shri BN Yugandhar (Ex Member of Planning Commission, GoI) participated in the workshop and gave their inputs. After this workshop, Planning Commission formally constituted several

Theme	Anchor Network/Agency
Watershed development and Rural Livelihoods	WASSAN on behalf of National Forum of Civil Society Organizations for Watershed Approach Based Development Processes
Revitalizing Rainfed Agriculture and Rural Livelihoods	Smaj Pragati Sahayog on behalf of Network for Revitalization of Rainfed Agriculture
Livestock and fisheries for Rural Livelihoods	Foundation for Ecological Security on behalf of Rainfed Livestock Network
Managing groundwater and surface Irrigation and Rural Livelihoods	ACWADAM and SOPPECOM with other members working on water issues
Institutions, Credit and Rural Livelihoods	APMAS on behalf of ENABLE Network
Forest Rights and Tribal Farming Systems	Centre for Peoples Forestry on behalf of Vana Samkhaya
Food Security and Diversity of Crops (SRI and Millets) Rural Livelihoods	National Consortium on SRI and Dhan Foundation

working groups on the themes that are mentioned above and the members who participated in this consultation workshop were nominated as

members of these working groups. Dr Himashu Kulkarni (ACWADAM); KJ Joy (SOPPECOM); Madhavan (Chirag); CS Reddy (APMAS); MV Rama Chandrudu (WASSAN); A Ravindra (WASSAN); Dr NK Sanghi (WASSAN); Vijay Shankar (SPS) are some of the members who participated in the workshop, who were nominated as member of working groups constituted by Planning Commission for drafting the approach papers for 12th Five Year Plan.

▪ Workshop on Role of NGOs in IWMP

Department of Land Resources, Ministry of Rural Development, GoI organized a national consultation workshop on the role of NGOs in IWMP on 25th Apr 2011. As a secretariat of National Forum of Civil Society Organizations for Watershed Approach Based Development Processes, WASSAN supported DoLR in organizing the workshop and documenting the recommendations of the workshop. Another important output of this workshop is – a set of criteria for selecting NGOs as Project Implementing Agencies and Resource Support Organization for IWMP. These criteria are developed by working group of NGO members (representatives of WASSAN; Development Support Centre; Foundation for Ecological Security and Samaj Pragati Sahyog) as a follow up of this workshop. Department of Land Resources widely shared these criteria with all state level nodal agencies.

▪ Presentations at the Honorable Minister (Rural Development), GoI during Steering Committee Meeting of IWMP on Bottlenecks of IWMP

Shri Jairam Ramesh, Honorable Minister (Rural Development), GoI participated in the steering committee meeting of IWMP on 7th May 2012. During this meeting, MV Rama Chandrudu made a presentation on the 6 bottlenecks of IWMP and suggestions for improving the project design and management. Members of National Forum of Civil Society Organizations for Watershed Approach Based Development Processes – Dr Himashu Kulkarni (ACWADAM) and Vijay Shankar (Samaj Pragati Sahyog) contributed with their inputs in making the above presentation. As a follow up of this meeting, Shri Jairam Ramsh, Hon Minister (RD), GoI constituted a committee for revising the Common Guidelines for IWMP (2008) and improve the project design mechanisms and instrumentalities for effective and efficient project management. Dr Mihir Shah, Member Planning Commission is the chairperson of this committee. MV Rama Chandrudu is also nominated as member of the committee.

○ Membership in Committees/ Working Groups

- MV Rama Chandrudu Director WASSAN represents WASSAN and National Forum of Civil Society Organizations for Watershed Approach Based Development Processes in the following committees.
 - Steering Committee of Integrated Watershed Management Project
 - Working Group on Watersheds, Minor Irrigation and NRAA for preparing approach paper for 12th Five Year Plan

- Member of Committee for Revising the Common Guidelines for IWMP (2008)
 - Neelesh Singh and MV Rama Chandrudu are special invitees to General Body and Executive Committees of SLNA, Jharkhand.
 - MV Rama Chandrudu and MB Vali Sab are invited to Executive Committee meetings of SLNA, Tripura.
 - MV Rama Chandrudu is invited to meetings of SLNA, Andhra Pradesh.
 - MV Rama Chandrudu is a member of Committee for drafting guidelines/ protocols for integrating forest lands into IWMP. This committee is constituted by SLNA, GOAP. Representatives of SLNA (AP); Forest Department and Centre for Peoples' Forestry are also members of this committee.
- Support to State Level Nodal Agencies for IWMP

Over a period of time, WASSAN is getting recognized as dependable and competent resource support organization for strengthening IWMP. Representatives of several SLNAs (Orissa, Tripura, Bihar, Arunachal Pradesh; Andhra Pradesh) participate in the Annual Network Meetings of WASSAN. These meetings also help in understanding the potential of networking and partnerships between GO and NGOs for improving project management and effectively reaching out to poor through IWMP. The following are the experiences of WASSAN in strengthening IWMP in different parts of the country.

- **Partnership with SLNA Andhra Pradesh**

WASSAN is actively engaged with watershed development projects in Andhra Pradesh since 1998. It functioned as a network based advocacy and resource organization in the state and provided critical inputs to State Level Nodal Agency (SNLA)/ Commissionerate of Rural Development (CRD). WASSAN inputs and support to SLNA in Andhra Pradesh has been in the form of training programs, field level support services, production & dissemination of communication material, research, monitoring and advocacy support, implementation of pilots/ innovative models, facilitation of network based consultation processes and anchoring of livelihoods resource centers etc.

WASSAN functioned as Secretariat for Consortium of Resource Organizations for a period of two years (2005-07), channeling support of various NGOs/ Resources Organizations for developing capacities of mainstream institutions engaged with watershed development projects. This Consortium of Resource Organizations was constituted as part of Andhra Pradesh Rural Livelihoods Project (APRLP).

Given the opportunities in revised policy framework (Common Guidelines for Watershed Development Projects (2008)), WASSAN and its partners articulated a vision of watershed development projects in the framework of Common Guidelines during the Annual Network Meeting ANM 2009. The ANM 2009 proposed that the watershed development projects under Common Guidelines could go beyond earlier experiences (such as

APRLP) and demonstrate “next generation” watersheds in Andhra Pradesh. However, the Government of Andhra Pradesh was not willing to partner with NGOs in watershed development context. It was sad to realize that the Commissionerate of Rural Development (CRD), which is functioning as State Level Nodal Agency (SLNA) for the state decided to identify Mandal Praja Prarishad for executing all watershed development projects, even after a long standing partnership between GoAP and NGOs in the state, in the context of watershed development projects. Mandal Parishad Development Officer (MPDO) was expected to function as Project Implementing Agency (PIA) in the state, as per this design. It was clear that CRD was unwilling to partner with NGOs, under the pretext that “there is too much of pressure on the system to select NGOs and it is too difficult to select NGOs”.

During 2008-09, WASSAN organized series of consultation meetings with CRD to motivate them to take an alternative path and follow the provisions of Guidelines, which clearly indicate that 25% projects have to be implemented by NGOs. Some of these meetings also specially focused on evolving alternative roles for NGO resource organizations in the context of watershed development projects in the state. Though there was no change in the position of CRD, CRD was open to partnerships with NGOs on specific tasks that could be completed in a short period of time. In fact, Shri K Raju, the then Principal Secretary (2008-09) also requested WASSAN to help in drafting a policy document (Process Guidelines) where the partnership between MPDO and Local NGO Networks could be clearly articulated. Based on this, WASSAN also prepared a draft Process Guidelines for the CRD. However, these consultations could not lead to meaningful conclusions, as the political situation in the state changed during Sep 2009.

There was a stalemate in the consultations between WASSAN Network and CRD. Theoretically, MPDOs continued as PIAs in the state and hardly performed any of their expected duties as PIAs. There was hardly any action and progress on the ground. Since the preparation of Detailed Project Reports (DPRs) of first batch watershed projects was an important requirement for getting funds from Government of India, CRD had to find a way to get the progress on watershed front. CRD is aware that MPDOs could not produce any DPRs on their own and they need help in this process. With this background, CRD invited all member of Consortium of Resource Organizations in the state and requested them to take the responsibility of preparing DPRs for the selected watershed projects. WASSAN and few other members of Consortium of Resource Organizations agreed to support CRD in the preparation of DPRs, to tide over the crisis at CRD. However, CRD put some impossible conditions and it was very difficult to actually prepare the DPRs as per desired quality. WASSAN constantly provided feedback to the CRD on the gaps and limitations of the process. During Annual Network Meeting 15th and 16th July 2010, WASSAN made a forceful argument to the senior government officers Shri Reddy Subramanayam, Principal Secretary (Rural Development); Dr Suvarna, Special Commissioner (RD) to follow

the provisions of Common Guidelines for Watershed Development Projects and operationalise the same with true spirit. Shri Reddy Subramanyam agreed to change the position of the CRD and formally announced the decision of CRD to identify capable and credible NGOs as PIAs, during the ANM 2010 itself. He also requested NGOs to take up other responsibilities such as capacity building and monitoring, etc to strengthen the watershed projects and National Rural Employment Guarantee Scheme in the state. In a subsequent meeting organized by the Principal Secretary (RD) on 20th July 2010, 13 NGOs were formally selected as Project Implementing Agencies in the state. WASSAN also agreed to function as PIA in three watershed projects in Mehabubnagar (Bomras Mandal) and Ranga Reddy District (Parigi and Doma Mandals). Other NGOs who are identified as PIAs are – BAIF, Centre for People’s Forestry; Deccan Development Society; APMAS; MYRADA; Dhan Foundation; Foundation for Ecological Security; APPS Network; Rural Development Trust; WOTR, Outreach.

As a resource support organization, WASSAN conducted training programs for new recruits of IWMP projects in the state. These are employed by SLNA, AP as technical assistants for IWMP. WASSAN supported SLNA, AP to develop this module also. A set of posters were also developed for showcasing the good practices of SLNA, AP were also developed by WASSAN.

▪ **Support Systems to SLNA, Tripura:**

State Level Nodal Agency, Tripura approached WASSAN for guidance and support in operationalizing the Common Guidelines for Watershed Development Projects (2008). The senior members of Tripura SLNA/ District officers participated in Annual Network Meeting of WASSAN in July 2010 and an orientation program followed by the ANM. During this visit, the need for partnership between WASSAN and SLNA was clearly articulated and crystallized. Based on these discussions, WASSAN is closely working with SLNA, Tripura since Aug 2010 and is in the process of evolving support systems for operationalizing Common Guidelines in the state. As part of this, WASSAN is currently engaged with the following tasks.

- Orienting Project Implementing Agencies/ Watershed Development Teams in developing Detailed Project Reports
- Developing Process Guidelines for Operationalizing Common Guidelines
- Developing effective capacity building strategies for strengthening local institutions
- Evolving systems for Monitoring, Evaluation and Learning
- Innovations in GIS application

In the above process, WASSAN is responsible for developing a role model system for DPR preparation, in collaboration with each PIA. Based on the observations/ lessons learned from these role model processes, the

DWDU/ SLNA would repeat the processes of DPR preparation in remaining watershed villages.

WASSAN is also in the process of evolving a Network of Resource Persons, a local support system, which could provide necessary capacity building support to the SLNA/DWDU on variety of issues. Building perspectives of local institutions/ facilitating teams/ implementing teams is part of this process.

WASSAN also conducted an assessment of preparatory phase of projects under IWMP (2009-10 batch). WASSAN evolved necessary tools/ methodologies for conducting this assessment in consultation with SLNA Tripura. The assessment reports were submitted to SLNA, Tripura, which enabled them to receive subsequent installments, as per the project protocols. Tripura is second state in the country which received second installment for IWMP projects.

▪ **Partnership with SLNA Jharkhand - Formation of Consortium of Resource Organizations in Jharkhand:**

WASSAN, PRADAN and CInI formed a consortium and developed partnerships with State Level Nodal Agency, Jharkhand. WASSAN functions as a lead partner in this arrangement. Other resource organizations are providing inputs & support on specific themes. The main role of this consortium is to provide technical and managerial support to SLNA and contribute to the process of developing relevant policy framework for implementing IWMP.

This partnership was formalized through a MoU in July 2010, after a long process of exactly one year (24th July 2009 to 24th July 2010). Jharkhand State Livelihoods Promotion Society (JSPLS), a unit supported by UNDP, provided financial support to the Consortium, as part of its mandate to strengthen rural livelihoods in the state. The Consortium established a Secretariat with professionals and regularly providing inputs to the SLNA, Jharkhand. The partnership formally concluded in July 2012.

As part of this partnership, the Consortium of Resource Organizations (WASSAN, PRADAN and CiNI) supported SLNA, Jharkhand in the following aspects.

- Process Guidelines for Operationalizing Common Guidelines of Watershed Development Projects in Jharkhand State
- Capacity Building Strategies for IWMP in Jharkhand
- Monitoring, Learning and Evaluation Strategies
- Developing Detailed Project Reports for watershed development projects
 - a. Supported SLNA in evolving protocols/ methodologies for developing Detailed Project Reports.
 - b. Developing formats/ strategy for conducting base line survey of selected watershed villages

- c. Organizing orientation/ training programs for watershed development teams on the process of conducting base line surveys
- d. Organizing training and orientation programs to Communication Teams, consisting of local artists (Chow dancers; Nukkad Natak Teams, etc), who are engaged in conducting communication campaigns in the watershed villages.
- e. Developing a set of guidelines to organize the communication campaigns/ events on a regular basis in the watershed villages.
- f. Developing Bye-laws for registration of watershed committees and sharing with SLNA for further action.
- g. Evolving framework for developing Detailed Project Reports (DPRs)

▪ **Supporting Department of Forests, Saranda Action Plan:**

Saranda forest area in Jharkhand State is Asia's largest Sal [Shorea robusta] forest. Ministry of Rural Development, Government of India has recognized that Maoism in the Adivasis' Areas can only be defeated, by honestly and sincerely implementing the various high-sounding Rural Developmental programmes in these areas. In this context, Saranda Action Plan is aiming at strengthening the 3-tier Panchayat system in Jharkhand under PESA (Panchayat Extension to Schedule Areas) Act, build rural connectivity through all-weather roads under PMGSY (Pradhan Mantri Grameen Sadak Yojna), develop basic infrastructural facilities, like potable water, electricity, schools, health, etc in these rural areas and to generate regular employment opportunities for the local population by using various employment generation schemes. In this context, Integrated Watershed management Programme (IWMP) is considered as one of the plans which can help the Saranda forest community in achieving their shared development objectives.

Detailed project Report is an important document in the context of IWMP. The DPR contains the action plan of developing the watershed area within the stipulated project time and budget. In this backdrop Project Implementing Agency (PIA) of Saranda area for IWMP i.e. Forest Department approached WASSAN for supporting them in preparing DPR for each of 54 micro watersheds of 6 IWMP projects, since Sep 2012.

▪ **Partnership with SLNA, Orissa**

WASSAN is closely working with Orissa Watershed Development Mission (SLNA) in Orissa for a long period. WASSAN supported OWDM in the process of developing Process Guidelines for Western Orissa Rural Livelihoods Project and conceptualized capacity building strategies for the watershed development projects in the state. WASSAN conducted an assessment of preparatory phase of IWMP projects in Orissa state during June- Aug 2012. As part of this, WASSAN conducted the assessment of 65 clusters of projects (2 micro watersheds per each cluster – total 130

micro watersheds). WASSAN evolved relevant tools/ methodologies for assessing the performance of IWMP watersheds. As part of this, about 29 performance indicators were developed with relevant scores.

- **Support SLNA, Uttarakhand:**

Uttarakhand is another hill state, where watershed development projects and approaches are very relevant. Like any other state, Uttarakhand also established State Level Nodal Agency (SLNA) during the initial phase of the project. Unlike many other states, Uttarakhand state has a Consortium of Resource Organizations consisting of resource agencies from GO and NGO sector. Centre Soil and Water Conservation & Research Training Institute, People's Science Institute, Himalayan Environmental Studies Conservation Organization, Himalayan Action Research Center, Vivekand Parivartiya Krushi Anussandhan Sansthan, Manav Bharati, Institute of Himalayan Environmental Research and Education are the members of this Consortium. Uttarakhand Fibre & Bamboo Development Board is working as a Secretariat of the Consortium. SLNA, Uttarakhand is the main patron of the Consortium. However, the Consortium is not very active and the functions/ roles are not very effectively performed all levels. GIZ, New Delhi is supporting this agenda and found that there is a need to revitalize this arrangement in the state. GIZ, New Delhi approached WASSAN to organize a workshop to “diagnosis” the problem and offer some advice. Based on this request, MV Rama Chandrudu WASSAN and Dr K Tirupataiah, Director General, WALAMTARI, Hyderabad (who was Special Commissioner, Rural Development during 2004-2008) facilitated a workshop of Consortium of Resource Organizations in Uttarakhand in Dec 2010. Based this workshop, SLNA, Uttarakhand requested GIZ and WASSAN to support SLNA and Consortium of Resource Organizations in Uttarakhand for developing effective support systems particularly for capacity building and action planning processes (Detailed Project Reports). As part of this initiative, WASSAN proposed to develop a “National Support Group” which is a collaborative arrangement among experts/ resource persons from Uttarakhand, Orissa, Andhra Pradesh, Jharkhand and other states. This National Support Group helps different SLNAs in effectively launching the watershed development projects and forge partnerships between SLNA and local resource organizations. However, both GIZ and SLNA, Uttarkhand did not take any further steps to crystallize the action points that emerged from the workshop in Dec 2010.

- **Interactions with SLNAs of Other States:**

Several states that are recently establishing SLNA (such as Bihar, Chhattisgarh, Arunachal Pradesh, Assam, Manipur, Jammu & Kashmir) and also experienced states (Karnataka, Rajasthan and Maharashtra) are interacting with WASSAN team and exploring the possibilities of partnerships and collaborations with WASSAN. Some of these members participated in WASSAN Annual Network Meetings and understood the role of NGO Networks in watershed management projects. In due course

of time, some of these interactions would be converted into possible partnerships.

- WASSAN as a Resource Support Organization for NABARD funded watershed development projects in Andhra Pradesh
 - Watershed Development Fund Projects with NABARD support (2011-12;2012-13)

NABARD - WDF watershed program is being implemented in distress mandals/villages under Prime Minister Relief Package in 16 districts of Andhra Pradesh since 2007. NABARD has selected 6 Resource Support Organizations for providing technical support to Project Facilitating Agencies and monitoring the watershed program and WASSAN is one among them. WASSAN is supporting NABARD and Project Facilitating Agencies in three districts – Adilabad, Khammam and Mahaboobnagar districts. NABARD has selected 23 Project Facilitating Agencies (PFA) and sanctioned 81 watersheds with an area of 91583.62 ha in these three districts. All watersheds are graduated in to Full Implementation Phase (FIP). Status of the watersheds as follows.

No. of watersheds and project facilitating agencies – district wise details						
Sl No	District	Name of the PFA	Mandal	No. of watersheds	Status in 2010-11	Status in 2011-12
1	Khammam	ASDS	Dummugudem	4	2	2
2		Bow & Arrow	Enkoor & Khammam Urban	5	5	
3		OUTREACH	Chandrugonda	3	1	2
4		CHARD	Kamepally	3		3
5		DSSS	Ashwaraopet	3		3
6		ASCS	Kunavaram	3	2	1
7		JAGRUTHI	Khammam Rural and Urban	3		3
8		CHESTD	Ashwapuram	3		3
	Sub total			27	10	17
9	Adilabad	SISS	Utnoor, Indravelli	3	3	
10		SURE	Bazahatnoor	3	3	
11		APMSS	Asifabad	3	2	1
12		CRD	Tanoor, Kubeer,	9	7	2
13		DHAN	Koutala, Gudihatnoor	5	2	3
14		CCD	Narnoor	2	2	

	Sub total			25	19	6
15	Mahaboobnagar	CONARE	Balmoor & Lingala	4	4	
16		IPWWA	Thimmajipet	3	3	
17		BAIF	Dhamaragidda	4	4	
18		WOTR	Dhamaragidda & Narayanpet	3	3	
19		KMMS	Musrifa	1	1	
20		VSS	Maddur	3	3	
21		ECOCLUB	Kondurg	4	4	
22		RDS	Gopalpet	3	3	
23		SDDPA	Tadur, Wanaparthy	4	4	
	Sub total			29	29	
	Total			81	58	23

- **Initiatives taken up / facilitated the following activities during the preparation of plan**

- As a resource support organization, WASSAN provided necessary support and guidance to partner NGOs and facilitated the preparation of action plans. The following activities are generally found in the action plans of watershed development plans – Reverse Osmosis plants for safe drinking water supply; drinking water supply channels, smokeless stoves, animal Travis, vaccination kits for livestock, avenue plantation (road side), backyard horticulture, solar invertors, fisheries, seed banks, seed production, chick rearing centre, farmer field school, productivity enhancement and soil fertility related activities and orchards. Planning processes were followed up with necessary training programs and other capacity building related inputs such as orientation workshops, exposure visits, etc. Members of village watershed development committees; supervisors and staff of NGO partners on livelihood and productivity enhancement related activities and watershed works.

- **Some of the high lights of this stream of watershed projects are the following.**

- Fisheries activity was grounded in 22 watersheds in 3 districts, (Khammam 9 watersheds, Adilabad – 2, Mahaboobnagar – 11).
- Fishery day was conducted in Munnanoor watershed in Mahaboobnagar where SDDPA is functioning as Project Facilitating Agency.
- Chick rearing centers established in 4 watersheds in Mahaboobnagar
- Water management practices were initiated in Mahaboobnagar, through convergence mode with AP Minor Irrigation Project support. Sprinklers have been purchased with loan from watershed project funds, farmer contribution and subsidy from department in Galigudem watershed (10 sprinklers sets for 10 ac).

This initiative was facilitated by ECO CLUB in Kondurgu mandal of Mahaboobnagar.

- Several activities related to livestock such as purchase of milch animals; sheep and calf, were taken up in 3 districts under livelihood component of the watershed projects. The finances were in the form of loans from the project, to the individuals.
- Smoke less stoves activity was one of the highlights in Khammam district. So far more than 1300 stoves have been distributed. Rs.400 was provided from the project grant and Rs.250 had to be contributed by beneficiary. There was good response from community for this activity.
- Farmer Field Schools were initiated by two partners - ECO CLUB and SDDPA.
- Initiated insurance coverage for sheep in Bendalapadu watershed by OUTREACH in Khammam.
- Organized 2 VWDC sharing workshops in each district, in which district level officers from animal husbandry, agriculture, APMIP, NEDCAP, groundwater departments participated.
- Formation of cooperatives of farmers under mutually aided cooperatives societies act is in progress in all watersheds. For this process, WASSAN team conducted various trainings on the process of establishing these cooperatives in the village.
- Support of agriculture department was accessed for purchasing of agriculture implements like sprayers etc under subsidy; also purchased green gram and paddy seed.
- Forest department provided support for avenue plantation and bund plantation.
- SRI cultivation in 200 ac in 4 watersheds was funded ATMA funds, due to efforts made by ECO CLUB.

- **Exposure visits to watershed villages by others:**

- Kerala Gram Panchayath members and Kerala villagers had visited Edhutla watershed.
- 16 countries members were visited watershed village (Yadhira).
- Members of NGOs working in Malkangiri district (Orissa) in OTELP Plus visited Bendalapadu w/s in Khammam

- **Major challenges -**

- Recovery of loans given to individuals for livelihoods promotion and productivity enhancement is a major challenge. The loan recoveries vary from 30% to 70%.
- Collection of maintenance fund and maintenance of watershed structures is a major challenge in WDF projects.
- Water management practices (water sharing, changing of cropping pattern) are still not integrated into watershed management processes.
- Responsibility of maintaining rain gauge and other instruments given by NABARD (hydrological devices) is yet to be taken up by the VWDC.
- Promoting food grain crops like millets, pulses etc instead of cotton and chilly
- Non availability labor force in few villages is hampering the progress of works. Local laborers are not interested in taking part in watershed works in some villages.
- Mobilizing genuine contribution in the form of shramdan (16%) is increasingly becoming difficult, in the light of other government schemes such as MGNREGS.

Relevant Policy Documents

Indo German Watershed Development Programme (2011-12 & 2012-13)

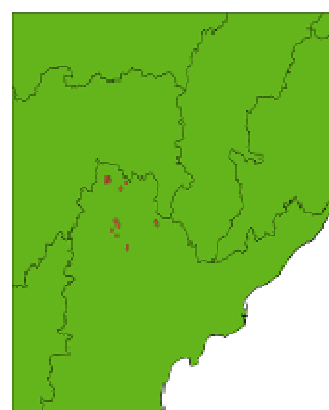
The Indo German Watershed Development Programme (IGWDP) is an integrated programme for rehabilitation of watershed for regeneration of watershed resources. The programme is being implemented in 4 districts of Andhra Pradesh namely Karimnagar, Medak, Warangal and Adilabad with 36 projects. While these watershed projects are anchored by National Bank for Agriculture and Rural Development (NABARD) the German bank *Kfw* is supporting financially.

Objective of the programme:

The main objective of the programme is to stabilize and increase the agricultural and forestry production and to improve the living conditions of rural population depending on the watershed resources in the project villages.

Role of WASSAN:

WASSAN is performing as Resource Support Organisation (RSO) in two districts Karimnagar and Adilabad. There are 18 projects with 7 Project Facilitating Agencies (PFA) in both the districts together.



Location of the projects: The following table gives project partners and area of implementation

S.No.	Name of the NGO (PFA)	Operating area/ district	No. of projects (18)
1	Krusha	Siricilla/ Karimnagar	1
2	SEWS	Konaraopet, Kodimyal/ Karimnagar	3
3	Sahaya	Koheda/ Karimnagar	2
4	Sharp	Kataram/ Karimnagar	3
5	SISS	Indervelly/ Adilabad	3
6	Dhan Foundation	Indervelly/ Adilabad	3
7	COFA	Sirpur (U), Kherameri/ Adilabad	3

Out of 18 projects 2 projects are about to be completed very soon with final submission of final project completion report. 7 projects are in final phase of implementation, 8 projects are in 2nd phase and 1 in first phase. The project plans have been developed so as to conclude the projects by end of year 2013.

○ Major achievements/ activities during the reporting years:

- FSR preparations and recommendations for sanction:
- Supported Project Facilitating Agencies (PFAs) in preparing Feasibility reports (FSR) by providing trainings and demonstrations. A total of 17 FSRs prepared by

partner NGOs (PFAs). WASSAN as Resource Supporting Organisation (RSO) has recommended these projects for sanction after appraisals.

- Pooling Resource persons and training them for support in preparing FSRs
- Appraisal of 17 watershed proposals (both desk and field) for recommendations for grant support.

- **Implementation of SMC works:**
 - A total of Rs. 866 lakhs is the expenditure in all the 18 watersheds together by end of March '12.
 - Introduction of low cost structures like Sand bag structures, Brush wood checks, fortification of SMC structures with vegetation etc.,
 - Supervisor and Paraworker system is stabilised to look after Productivity enhancement and SMC works respectively
 - Quarterly meetings of VWC representatives are initiated
 - Half yearly VWC self rating is introduced to improve the performance of VWC.

- **Productivity Enhancement:**
 - Vaccination of animals in all watershed habitations in continuously done
 - Convergence with Department of Animal Husbandry for vaccination
 - District level interface meeting between district officials and VWC representatives
 - Promotion of Green Fodder (annual and perennial) where dairy is prominent
 - Promotion of Jowar as dual purpose crop to mitigate drought impact.
 - Demonstration for promotion of intercrops in 627 ac. with 246 farmers
 - SRI practices in about 160 acres in a cluster of 3 watersheds
 - Demonstration of green manuring practices in 159 ac. with 151 farmers
 - Supported in establishing seed banks in watershed clusters.

- **Fisheries**
 - Survey of all 18 watersheds to identify potential tanks for fish rearing
 - Pooling KVK support for the activity. Organised trainings for fishermen and for facilitating NGOs.
 - The Net income for the fishermen from 12 watershed projects during the reporting period is Rs. 5.38 lakhs.
 - Inculcating monthly meetings of cooperatives and savings by fishermen community members in small groups in 12 watersheds.
 - Staggered harvesting and local market was encouraged and the same is in practice.

- **Trainings**
 - 99 training programmes were conducted (including training programs by partners with WASSAN support) covering 2754 persons in 9 themes during the reporting period.
 - Trainings programmes were conducted on project concept and planning, implementation, quality control measures project management, book keeping and productivity enhancement

- **Learnings:**
 - The village level youth who were trained on Feasibility Study Report (FSR) methodology were absorbed into projects and are providing services to watersheds either as para-workers or supervisors. This is an example of how to retain the

trained local youth by providing an opportunity immediately after completion of training.

- If the local persons were trained thoroughly on the concept, they could evolve the best plans for their villages. A team of 6-8 persons (different levels of skills sets) have evolved plans for their respective watersheds and each project is nearly 1 cr. worth.
 - Whenever the plans are developed by local persons the implementation of the project is smooth and fast as they themselves have been participated in the planning exercises.
 - The pace of the project is increased when CBP restriction is gone when the projects area graduated into Full implementation phase (FIP). The FIP enabled to initiate works at multiple places in watersheds.
 - The introduction of best VWC award and felicitation of best performing VWCs has increased healthy competition among the VWCs. The parameters for best watershed and best VWC selection were then understood/ absorbed/ respected well by all watersheds/ communities.
 - The introduction of half yearly review meetings of VWC representatives has helped in increasing the ownership of VWC on project. This helped in mobilizing maintenance fund from community. By end of the project period it is estimated that each project would have approx. Rs. 25 lakhs including their contributions towards maintenance fund.
 - Though there were several efforts at all levels from watershed committees to NABARD (donor) for more credit flow into watersheds from mainstream rural banks, it did not happen as envisaged. It is still a long way for making mainstream banks relevant and useful for watershed communities.
 - The introduction of sub committees in VWCs and the sub committee wise trainings on their roles and responsibilities has contributed for the effectiveness functioning of VWCs.
 - Continuous follow up and support would yield desired results.
- WASSAN as a Project Implementing Agency in Andhra Pradesh under Integrated Watershed Management Projects at Parigi and Doma Mandals RR District AP

Though WASSAN's main role is a support organization, there was always a need for having "your own" field area. Over a period of time, it is increasingly becoming important to have "our own" implementation experience on the ground. This function of WASSAN (to implement projects as a grass root level organization) is expected to enrich the profile of WASSAN and also deepen the rootedness of the organization. SLNA, AP was also looking for agencies which are working at national level and performing functions of resource organizations in the first batch. Given this background, WASSAN formally became a Project Implementing Agency in Parigi and Doma mandals of Ranga Reddy Districts of Andhra Pradesh since July 2010. Though WASSAN was initially recognized as a PIA for Bomraspet IWMP projects in Mehaboobnagar district, WASSAN withdrew from these villages as the local village leaders and peoples representatives of the mandal were reluctant to partner with an NGO. As an implementing agency, WASSAN is learning several new lessons each day. Some of these lessons are old and some new.

- As part of direct implementation responsibilities, WASSAN team focused on participatory processes and established 300+ user groups. User group wise action plans were developed for improving natural resources and production systems. Considering the importance of groundwater in watershed management, WASSAN developed groundwater maps of all the project villages. Well inventory of the project villages was developed to assess the groundwater use and management in the watershed villages. Delineation of recharge zones and discharge zones in each watershed helped to identify water resource augmentation related activities in each watershed level. As part of improving water related awareness, WASSAN conducted exposure visits to role model villages including those villages where WASSAN is already working on groundwater pooling, fisheries, etc. These exposure visits helped to open up new opportunities for these villages and model action plans were developed with a specific focus on water security. Detailed Project Reports of each watershed project were revised to incorporate these elements of “water security plans”. WASSAN intends to demonstrate the community based water resource management including groundwater by developing local institutions – Gram Panchayat Groundwater Councils. These groundwater councils would develop water security plans and implement them in due course of time.
- To support this process and improve knowledge base of the villages on water resources (particularly climate and groundwater point of view), Climate Information Centers are being established in 12 villages as part of entry point activities. State Level Nodal Agency/ District Water Management Agency (RR District) approved this approach as a special case under IMWP. It is expected that these Climate Information Centres would provide necessary information and knowledge in water and agriculture management at local level. These centers are linked to automatic rain gauge at Livelihoods Resource Center, Parigi, which provides back end support to this network of Climate Information Centers.
- WASSAN also intends to promote low carbon farming as part of watershed management. Efforts are being made to convert user groups of IWMP villages as active members in low carbon farming and trading. As part of watershed management and production systems improvement, WASSAN is in the process of developing a cadre of local entrepreneurs who would promote several products that are central to low carbon farming and environmentally sustainable farming practices.

Low Carbon Farming (LCF) – Exploring Future Markets for Agriculture

WASSAN has been promoting sustainable agriculture and low external inputs based agriculture for a long period. Exploring markets that provide an incentive to those farmers who are engaged in sustainable agriculture/ low external inputs based agriculture is a major challenge. While there is a growing market for such products, it is also a common practice that these farmers tend to miss the “premium” prices for their products; they are unable to “access” these markets. Realizing the potential roles of markets in agriculture, WASSAN is exploring the carbon markets for the small & marginal farmers who are engaged in “low carbon farming” (LCF). As part of this mandate, WASSAN is motivating the user groups of Integrated Watershed Management Program in Parigi and Doma Mandals, RR District,

Andhra Pradesh to adopt low external inputs sustainable agricultural practices. A systematic protocol is being developed to link these farmers with carbon markets. This process is being guided by Fair Climate Network (FCN) and Low Carbon Coalition. WASSAN joined this coalition in July 2011.

Key Elements of the strategy:

The key elements of the strategy is to introduce low carbon farming into villages/ user groups of Integrated Watershed Management Projects in RR District, where WASSAN is functioning as a project implementing agency. The support for productivity enhancement under IWMP would be used to promote low carbon farming among the user groups. WASSAN functions as an aggregator for the carbon credits and facilitates the marketing of the carbon credits in the national/ internal markers, as per the protocols developed by LCN/FCN.

Steps and Processes Followed:

- **WASSAN team’s orientation and deployment:**

WASSAN members participated in the orientation workshops on this theme at ADATS, Bagepally during July 2011. Representatives of FCN/ LCF also visited WASSAN to assess the organizational capacities and preparedness on this agenda. After this process, WASSAN eventually became a member of 2nd Coalition of Low Carbon Farming/Fair Climate Network. WASSAN deployed a team to take the responsibilities of this agenda, which functions from Parigi, Livelihoods Resource Center.

- **Project Sites and Villages:**

Table No: Proposed Plan of Action for WASSAN under Low Carbon Farming			
Year	Villages	Farmers	Acres
2011-12	16	650	1,400
2012-13	20	1,600	2,700
2013-14	23	2,100	3,500
2014-15	25	2,500	4,800
2015-16	32	3,500	6,500

As per the above strategy, WASSAN decided to promote low carbon farming in 53 villages/ habitations in Doma and Parigi Mandals of Ranga Reddy District in the first year and is in the process of establishing relevant protocols. (Refer Table No 1 and 2).

- **Orientation of Village Leaders and User Groups:**

WASSAN organized awareness campaigns in selected villages during Dec 2011 and January 2012. During these campaigns, WASSAN distributed pamphlets on Low Carbon Farming that were developed by WASSAN. These pamphlets consist of details about – “Why Low Carbon Farming? What is carbon market? What are the advantages in Low Carbon Farming?; What are the methodologies followed in LCF? Key issues and priorities in LCF; differences between High External Inputs & Destructive Agriculture (HEIDA) & Low External Inputs Sustainable Agriculture (LEISA); etc”.

After these awareness programs; WASSAN organized meetings with watershed committees; and interested farmers from selected user groups from the watershed areas. All user groups under IWMP (total 286 LCF User Groups with 3792 farmers covering 9685 ha) would be motivated to take up LIESA/ Low Carbon Farming in due course of time. (Refer Table No 2 for details) These farmers cultivate different crops (Paddy, Cotton, Maize, Turmeric & Red gram).

- **Capacity Building:**

LCF teams of WASSAN & 4 volunteers have undergone a training program on GPS recording and monitoring solutions software at ADATS, Bagepally in Oct 2011. This was followed by another two day training program on field and laboratory related arrangements in Low Carbon Farming. During these programmes, the following points were covered.

- Concept of Emission reduction in Sustainable Agriculture
- Soil and manure sampling
- Farm Characterization Studies (Scenario Development Studies); Data archiving and analysis
- Fabrication and installation of Field Water Tube
- Weather Data monitoring: Rain gauge and thermometer
- Reference Plot management: daily monitoring parameters – weather, soil temperature, water level, water pH
- Preparation for Gas Sampling: Perspex Box design and handling, Base frame installation and maintenance, concept and procedure involved in gas sampling
- Gas Sample Analysis: GHG Lab, GC, Components, handling, management, precautions, analyzing gas samples

- **Training Programs organized for developing Community Resource Persons (CRPs) to take up LCF activities in the village level:**

A training programme organized with 15 community resource persons in Jan 2012 at Parigi, RR District. The main purpose of the training program was to build the capacities of CRPs in strengthening user groups and related LIESA practice at user group level. These programs also focused on importance of sustainable agriculture practices in small holder farming and issues relate to promotion of the same. During this program, WASSAN utilized different resource materials developed by WASSAN on small farms. The training programs also focused on skills related to surveying, data collection, etc.

A Three day GPS training programme was organized for 26 young farmers from 8th to 10th of Febuary-2012. By the end of this training program, participants are able to understand how to use GPS; fixing corner stone's on bunds; and use of Tristle software solution.

- **Names of Community Resource Persons available at village level to take up the LCF activities**

1. G. Rajasekhar Reddy; 2. K. Srinivas; 3. V.Ramulu; 4. K.Naresh; 5. Sangeetha; 6. Ravi Kumar; 7. Narasimha; 8. Naseema; 9. Fathima; 10. Hanumath; 11. Bichha lingam; 12. Janardhan; 13. Jayappa; 14. Anusha; 15. Gopal

- **Young Farmers who got training inputs on GPS Use and Applications in LCF:**

1. Narsimulu (K.Nacharam); 2. Venkatesh (K.Nacharam); 3. M.Sathyannarayana (Mailaram); 4. Harish Goud (Mothkur); 5. E. Sathaiah (Palepally); 6. Vishnuvardhan (Palepally); 7. Jangaiah (Gudur); 8. Naresh (Chiguralapally); 9. Narsimulu (Rangampally); 10. Ramesh (Dornalapally); 11. Ramulu (Doma); 12. Venkataiah (Doma); 13. Jangaiah (Doma); 14. Srinivas (Syed Pally); 15. R.Narsaimulu (Syed Pally); 16. Ravikumar (Syed Pally); 17. M.Janardhan (Naskal); 18. Krishna (Parigi); 19. Narsimulu (Ainapur); 20. Bhagvanth reddy (Baspally); 21. Pentaiah (Shivareddypally); 22. P.Aanandam (Linganpally); 23. A.Narsimulu (Syed Pally); 24. C.Ramulu (Gudur); 25. C.Thirupathi (Palepally); 26. D.Narsimulu (Ainapur)

Steps involved in LCF:

The following steps are involved in the field level to take up this programme

1. Demographic survey (FCN family survey format)
2. Stone planting & GPS plotting
3. Conduct Baseline survey
3. Collect title deeds of farmers
4. Photos collection
5. Maintaining a Dairy.

Assessment of Mainstream Agriculture Practices (MAP)

WASSAN conducted a survey to capture mainstream agriculture practices of 40 farmers in two mandals in Dec 2011. These farmers were randomly picked up from these mandals. All the data was entered into the excel sheet and analyzed. This analysis was sent to Dr Rakesh, Tech Team member of FCN for feedback. The main purpose of this exercise was to understand and assess the nature of mainstream agriculture practices in these villages and estimate the relevance of LCF in these villages. This data and assessment is useful for defining the intervention strategies; prioritizing crops, defining strategies for motivating farmers; identifying and establishing reference plots, etc.

Crop Selection:

The focus of Kharif 2012 was to initiate Low Carbon Farming processes with farmers who grow paddy. WASSAN identified about 60 farmers in 11 villages in the first phase of this initiative. The total area of the farmers under paddy is 52 acres. Orientation program was organized for these farmers on System of Rice Intensification (SRI) cultivation, which is one of the LCF practices for paddy crop. Demonstration on bed preparation was organized on 10th June 2012 at Uddanraopalli. Two farmers (Sreenivas & Anjaneyulu) came forward and

cultivated SRI paddy in 4 acres. WASSAN organized an exposure visit to surrounding farmers of same village. Farmers responded positively and agreed to cultivate SRI paddy during Rabi season. WASSAN is expecting more than 30 acres in the same village for Rabi season. Remaining farmers also agreed to take up SRI in Rabi season.

Reference plots selection

Two reference plots were identified at Pargi and Sondepur villages on “SRI” paddy in May 2012. Based on the tech team guidance and other criteria related to assessment of gas emissions (and related measurements), WASSAN will identify one plot out of these two as a reference plot for analyzing gas emissions.

Demographic Survey:

Since WASSAN is implementing watershed management projects in the selected villages, the demographic profile of these villages was already collected as part of base line survey of IWMP (during 2010-11). However, it was found that this base line data was not completely useful/ relevant of this initiative. Based on this feedback from FCN/ LCF Coalition, WASSAN re-started this process of collecting demographic profile of the selected villages, as per the protocols/ information required for this initiative (following the survey formats designed by FCN). The information collected during the survey is being entered into the monitoring solutions software provided by ADATS. It creates a unique ID for farmers and his land. By the 31st Mar 2012, 519 families were covered with 812 plots and 1519 acres of land. By the 30th Oct 2012, the survey could cover 874 farmers with 1547 plots and 1950 acres of land. 581 discrete plots were delineated and 63 plots were committed.

Stone planting and GPS plotting

Using the unique land id provided by software, the survey teams are taking Global Positioning System (GPS) coordinates for each plot and are fixing the corner stone’s for each plot. The data collected from the field (GPS coordinates) of each plot would be entered into the polygon recorder of Tristle software to create plot map of respective farmers. This would also be put on to google maps to cross check and validate the field surveyed data. Through this process, all discrete plots are being mapped. By 31st Mar 2012, WASSAN completed 23 discrete plots out of 812.

Conducting Baseline survey

The survey team takes a print out of the discrete plots data including plot map and its details and conducts a detailed base line survey of these plots. At the time of conducting baseline survey, WASSAN team cross checks the data (on computer including maps) with field conditions. The shape of the identified plots would be matched with the polygon created through GPS coordinates. Necessary corrections would be made (with new GPS coordinates) if need be. After completing this verification process, the survey teams conducts the base line survey of the plots. This includes collection of data related to number of plants; types of plants which are present in the plot (on the bunds or in the field). Other information related to the plots such as species name, location, height, girth & age would also be collected during this stage. This data is useful in estimating the potential carbon sequestration at each plot. After this base line process, the plot is “committed” for LEISA/ LCF protocol. Once this stage is crossed, it is not possible to take this plot back/ withdraw this plot.

Title deed and Photos collection

Along with the above base line survey process, title deed and family member's photos are also being collected; scanned and uploaded into the Trisel software. This data would be integrated with the plot data and other demographic data of the concerned family.

Package of Practices (PoP) and Maintaining a Dairy

Farmers who committed plots for LCF are expected to maintain dairy for his/her crop as per package of practices (PoP) developed by WASSAN. The POP was developed based on the information collected from the farmers, who are practicing sustainable agriculture practices for a long time. The team consisting of the members Surendra, Laxman, Kumaraswamy, Yasmeen & Razack developed Package of Practices for SRI Paddy, Turmeric, Red gram & Maize with inputs from K Suresh. Two training programmes were organized in June 2012 for UG group leaders for sharing of PoP and the process of maintaining the dairy. (Refer Annexure No 2 for PoP)

GHG Lab Establishment

Mr. Rakesh has visited LRC Parigi office and advised on construction of Green House Gas (GHG) laboratory. Accordingly renovation was completed, including electrical fittings, etc. The Gas Chromotograph machine is yet to be installed in the lab.

S.No	Name of the GP	Name of the village and its habitations	Number of UGs Formed in the village	Number of farmers covered in Ugs	Area in Ha
1	Ainapur	Ainapur	13	183	343
2	Baspalli	Baspalli(Batlakunta thanda)	13	214	358
3	Bompalli	Bompalli(Chinna thanda & Pedda thanda)	10	117	233
4	Doma	Doma(Uddanrao pally, Yellareddy palli)	16	233	339
5	Dongaenkey palli	Dongayenkepalli(Thanda)	6	85	370
6	Dornalapalli	Dornalapalli (Pedda Thanda ,Chinna thanda & Godugonipalli)	12	171	220
7	Guduru	Guduru	13	156	592
8	Mailaram	Kammam nacharam	4	64	255
9	Rakonda	Linganpalli	8	140	218
10	Mothkur	Mothkur(bady nayak thanda, Neeryanayak thanda, Anteganithanda, Pasamgadda thanda, Keslamma thanda & Nallavamputhanda)	22	312	975
11	Palepalli	Palepalli	8	113	491
12	Shivaeddy palli	Shivareddy palli(Chndra naik Thanda)	17	193	483

13	Pargi	Malleman guda and Kristamma gullu	17	210	628
14	Roopkhanpet	Roopkhanpet	19	212	395
15	Roopkhanpet	Babapur	4	61	224
16	Chigural pally	Chiguralapally	12	159	398
17	Chigural pally	Laknapur	9	108	273
18	Govindapur	Govindapur (Govindpur thanda)	8	131	300
19	Naskal	Naskal	20	290	1340
20	Rangampalli	Rangampalli(Bojyanayak thanda,Chelimajala thanda,Jeedigadda thanda,Mysammacheruvu thanda, & Salipula batathanda)	20	262	450
21	Rangampalli	Sondepur	8	96	200
22	Sulthanpur	Sultanpur(Sulthanpur thanda),Ramireddy palli	23	230	532
23	Ibrahimpur	Ibrahimpur,Dhadithanda,Roopsingh thanda,malakipet thanda	4	52	68
		Total	286	3792	9685

Developing Multi-scale adaptation strategies for farming communities: Adaptation to Climate Change, Asia (ACCA) project

- **Context:** Climate Change is on the tip of every scientist and development worker. One might not agree on how much the climate has changed or on what and who are the reasons for this change. But there is an agreement that there is urgent action needed. More focus is also on climate variability: i.e. changes in onset and distribution of rainfall from year to year and other factors that impact on the farmers. This project aims at enabling the farmers to adapt according to the current climate situation.
- **Current Project** – Adaptation to Climate Change, Asia (ACCA) Project - Developing multi-scale climate change adaptation strategies for farming communities in Cambodia, Laos, Bangladesh and India
- **Location:** AP Level: Bairanpalli, Warangal District; Nemmani, Nalgonda District and Gorita Mahabubnagar District
- **Partners:** WASSAN is one of the partners for this project coordinating field level actions related to communicating climate advisories. The other partners are Agro Met Division of the Acharya N G Ranga Agril University and LNRMI. For implementation of the project at the district level are: Shanti Services Society (SSS), Warangal District; PILUPU, Nalgonda District and Indira Priyadarshini Women Welfare Society (IPWWS) Mahabubnagar District.
- **Donor:** The project is anchored by CSIRO and is funded by Australia Centre for International Agriculture Research (ACIAR)

Objectives of these initiatives

The overall project objective is to develop adaptation strategies that build capacity of farming households in selected regions in four countries (Cambodia, Laos, Bangladesh and India) to adapt to their rice-based cropping systems to climate change, to underpin food security and improve rural livelihoods. Within the larger project, WASSAN's focus is on experimenting and evolving effective climate information communication systems.

Major Activities taken up:

ACIAR and Acharya N G Ranga Agricultural University have undertaken the testing and fine-tuning of the APSIM model for weather based management practices. LNRMI has conducted sociological studies for understanding the adaptation capabilities and strategies of the various sections in the village. WASSAN facilitated and supported the district partners in the formation of farmer's climate clubs. . The Agro Met Division issues Agro Advisory Bulletins twice every week which are pasted at several public places in the villages. They are also read out in the farmer's groups meetings and discussed. WASSAN prepared a visualised model of the Agro Advisory model and field tested it. In one village the bulletin is read over the mike for the benefit of all the villagers.

Rainfall, daily temperatures and humidity are recorded in the village and the details maintained in a register. Initially a graph to record the daily rainfall was prepared so that the farmers can understand the progress of the rainfall. Later, a tool called **Rainfall Visualiser** developed by CSIRO helped the farmers to compare the current cumulative year rainfall with the nearest average, good and bad rainfall years. Climate Information Centre was started with computer and internet facility for the farmers in Nemmani by Pilupu to access the Agro Advisories as well as other information related to farming and marketing. Readily available material was loaded into these computers.

The Climate Information helped farmers to decide the timing of sowing and harvest and in the timing of application of fertiliser, pesticide and water. The agronomical practices for crop, pest and disease management benefited the farmers the most. Climate Information Centers are now being expanded into IWMP programs.

Lessons Learned and Challenges

Formation and strengthening of farmers institutions is an important task. To gain the acceptance of the farmer these institutions should be focusing on both the short term and long term benefits. The institutional transaction costs should be minimal so that the farmers can participate with interest in them. A broader lesson emerging is to integrate climate information dissemination with farmers institutions and tool of analysis and interpretation of the information.

Participatory Groundwater Management:

Access to groundwater for irrigation and drinking water is on the increase. Competitive digging of bore wells by individual farmers is almost leading to catastrophe in rural areas. Density of wells is increasing in both irrigated and rainfed regions of the state. It is found that farmers make substantial investments to access augmented groundwater, after watershed projects prove to be augmenting groundwater resources. WASSAN is engaged with evolving

community centric groundwater management systems – programs and policies for a long period. These initiatives took a concrete shape

The bore well pooling program is initiated in 6 villages in the year 2007 under Andhra Pradesh Drought Adaptation Initiative Program (APDAI). Under RRA program several efforts made to strengthen the existing water sharing farmer groups and to ensure the protective irrigation to the rainfed crops (Groundnut and redgram) belongs to non bore well farmers. The farmers of protective irrigation is getting additional yield of 3 to 5 bags in Groundnut on crop over the normal rainfed crops.

The program on “*borewell pooling system*” is being scaled up in 5 mandals of Ananthapur district by the Agriculture department. In this year the program is initiated by pooling 32 borewells in 275 acres belongs to 7 groups of 4 villages. The pipe line work is in progress. The borewell pooling system is made available for the 2013 Kharif season.

In the “*Indira Jala Prabha Program*” Rural Development department Govt. of Andhra Pradesh issued a circular to up scaling of bore well pooling system with sufficient provision of funds. This is being implemented by Rural Development department Govt. of Andhra Pradesh with technical support from WASSAN.

Promoting Millets – Revival of Rainfed Agriculture

Context

Millets are small grained cereals and are mostly confined to the rainfed regions or tribal areas. In the last four decades, the area and production of these millets have been on a steep declining path, despite their nutritional and climate resilient abilities. A number of factors viz., large scale promotion of irrigated crops with subsidies, poor research on the development of high yielding varieties, food subsidies to the main cereal crops like rice and wheat, poor post harvest facilities / machinery development etc lead to this situation. However, in the recent past these millets are slowly gaining their entry into the policy discourses as crops for tackling the new age lifestyle diseases and climate adaptation strategy.

In this backdrop, WASSAN being proactively working in the Rainfed areas, where these millet crops fit in well, initiated its work in the watersheds and also has done a pilot inclusion of millets into PDS in Anantapur district with the support from SERP.

Current project

Currently there are three projects which directly are related to the promotion of millets, the details of which are hereunder:

A. RESMISA (Revalorizing small millets in rainfed areas to improve nutritional security of women and children in south Asia).

The project is funded by a Canadian organization IDRC and is being implemented by WASSAN and VIKASA jointly, in Andhra Pradesh (Dumbriguda and Araku valley Mandals in Visakhapatnam District). As part of the project, so far we organize field research trials with Finger millet (*ragi*) and Little millet (*sama*). Three improved varieties of finger

millet (Sri Chaitanya, Bharati & Hima) and two improved varieties of little millet (CO-2, and OLM-203) were introduced into this tribal region. Besides we also organize trainings to farmers on better millet production practices, exposure visits to the Millet research stations for farmers, organized field days so that farmers will have better opportunity to learn and understand various production as well as processing related issues of millet cultivation and consumption.

Objectives of the initiatives

- To promote the sustainable use and on-farm conservation of the agrobiodiversity of underutilized crops which can play a critical role in minimizing risks of climate change
- To address the location specific production and productivity constraints of millet based cropping systems by testing / developing suitable technologies
- To work on the post harvest processes to increase the uptake of the millets at the production sites especially by women and children and create sustained local demand
- To revive the ITKs related to cultivation, consumption, processing and storage of underutilized crops through nutrition literacy programmes among the children and youth
- To lobby for the level playing field for productions and consumption of the underutilized crops vis-à-vis the green revolution crops

Major activities taken up

As part of this project, the following activities have been taken in the last one year time in partnership with VIKASA and ARTIC (NGOs based in Visakhapatnam and Kottur of Andhra Pradesh):

- 6 millet landraces (local varieties) have been identified with the help of farmers and submitted to NBPGR for their characterization.
- On-farm varietal trials have been laid out with 30 farmers for finger millet (5 varieties) and little millet (four varieties) crops
- Farmers were taken to Millet research station to show the research trials on the research farm and different intercultivation experiments going with millet crops
- Participated in the Annual Millet workshop and submitted a prominent local Little millet variety for on farm trials to be organized by the All India Millet Coordinator to explore the possibility to develop a variety based on the material submitted
- 300 soil samples were collected from the project location
- 2 Recipe contests with millet based foods were organized in the villages
- Tried to integrate the millet promotion in their traditional festivals such as seed festival, local food festivals (*Gotnaia and Mandrukia*),
- Organized three recipe trainings
- Developed visual material for millet promotion
- Organized exhibitions to popularize millet based recipes in the district head quarters and project locations
- Organized trainings for ICDS staff and initiated a pilot with millet foods in ICDS centres in Srikakulam district with support from ARTIC
- Initiated a pilot on inclusion of millets to children of 3-6 years age group in 17 angawadi centres in two Mandals in Srikakulam district in collaboration with

Department of Women and Child Welfare. This pilot will provide millet based recipes in the Anganwadi centres for 17 days and the rest of the 8 days, they will be provided with regular rice based menu (hot cooked menu will be served for 25 days in a month to the children in the centres)

B. Millets Node in RRA Network

Revitalizing Rainfed Agriculture Network is a network of more than 60 organizations across India, and its secretariat is located in WASSAN, Hyderabad. WASSAN currently hosts the three important nodes of action viz., Millets, Livestock and Fisheries. Through this network, comprehensive pilots have been under the way in 8 states under rainfed areas by 8 different NGOs. One such pilot is being implemented by WASSAN in Doultabad Mandal of Mahabubnagar.

The Millets node started functioning from December 2012. Millets being important crops for rainfed areas, Millets node is coordinating with all the NGOs, who are implementing the comprehensive pilots, to promote millet production, productivities in their respective areas. Besides the production front, pilots similar to the one started in Andhra Pradesh in ICDS programmes are being planned under RRA Project in CP locations where millets are part of their production systems.

C. Mixed farming with millets under IGWDP-AP

The activities related to encouraging mixed cropping with millets started in 2011 kharif season in its watershed areas with help of 11 PFAs with about 70 farmers. Crops like sorghum, little millet are being promoted along with the other crops. Though it is a small beginning, in a project like Watershed, this creates a platform for *seeing is believing* opportunity to the neighbouring farmers. Members of watershed committees, para workers and staff of PFAs are being invited to have a firsthand look at this initiative and have interactions with those farmers practicing mixed cropping.

Lessons learnt and challenges

- The major problems in the millet growing areas under this project are related to post harvest operations. More than 60% of the little millet being produced is sold in the weekly shandies or exchanged with equal quantities of rice as the post harvest handling of this millet is most strenuous and time consuming. WASSAN is planning to set up millet hullers in the project location to encourage the consumption of this valuable millet. TNAU (Tamilnadu Agricultural University) is working on developing a modified version of the dehuller as they are also one of the collaborators of the project. It was also observed that, some of the locations where comprehensive pilots are being implemented like Jawadhu Hills in Tamilnadu, the post harvest problems are similar to the ones mentioned earlier under RESMISA project and needs same kind of interventions.
- Besides, the pilots on inclusion of millets into Mid Day Meals and other supplementary nutrition programmes are also being worked out.
- Motivate farmers in the watershed areas to take up cultivation of millets in some portion of lands to meet their diverse food and fodder needs.

WASSAN's Efforts towards Revitalization of Rainfed Agriculture in Andhra Pradesh

Revitalization of Rainfed Agriculture has been a core mandate of WASSAN. Several initiatives and pilots in the past, mainly lessons from AP Drought Adaptation Initiative (APDAI), gave shape to the current initiatives for revitalizing rainfed agriculture in the country. WASSAN has actively engaged with like-minded organizations/ individuals to establish and nurture 'Revitalization of Rainfed Agriculture Network' in the country. As part of this process, WASSAN has been engaged with creating newer experiences/ approach for improving productivity of rainfed agriculture in Andhra Pradesh. Some of the key initiatives under this process are

Rainfed Land Development Program / Diversified Farming Systems

- **Strengthening and formation of RLDP farmers groups and networks**
 - WASSAN has been supporting the farmer's networks in the process of planning for revitalization of rainfed land development activities (mainly land, Biomass development and soil fertility enhancement which recurring and non-recurring) and facilitated the process of integrating these plans in to the MGNREGs. The Rain fed Land Development Program (RLDP) area farmers in Mehaboobnagar and Anantapur districts were organized in to total of 180 functional self help groups (SHG) in 70 villages out of 100 selected villages. WASSAN team is conducting regular follow up of group meetings and the members are encouraged to save money regularly in their bank accounts. Support of Mandal Mahila Samakhya and its Amalu committee is a valuable input in this process. 132 self help groups are practicing thrift and credit out of the total 180 groups.
 - Self help Groups of farmers were federated in to mandal level cooperatives under Mutual Aided Cooperative Society (MACS) in 3 mandals of Mehaboobnagar district and 2 mandals in Anantapur district. 80% group members have taken the membership of Mandal Farmers Mutual Aided Cooperative Society with a membership fee payment of 60 Rs/-. The share capital was decided as Rs1000/per acre per member. Members are in the process of making these payments in five equal installments. 80% members paid their 1st installment and more than 30% members paid their 2nd installment. WASSAN team facilitated the process of registering these cooperatives by organizing meetings for drafting bylaws; conducting discussions in the SHGs for developing general consent among the members on the bye laws, etc. This process took about 9 months period to get the registration complete in both the districts. The farmer's cooperative is able to initiate office in the Mandal headquarters to manage their activities.

Convergence with Line Departments

Several efforts were made to ensure the farmers in the project villages get access to government projects in the state.

- **MGNREGS:** Silt application and dry land horticulture programs were integrated through the MGNREGS program in Mahabubangar and Ananthapur districts.

- **Agriculture Department:** Linkages are being established between farmer's cooperatives and Markfed/ agriculture office for getting direct access to fertilizers in Mahbubnagar district. As part of these efforts, agriculture department supplied inputs (like micronutrient, fertilizers and seed) to members of cooperatives, based on the demand list submitted by the farmer cooperatives. These efforts proved that organized farmers could access several government projects/ schemes and ensure that these schemes are better utilized.
- **Community Managed Seed Systems:**

In Anantapur district, WASSAN demonstrated a community managed seed system in 240 villages (groundnut), with the support of local NGOS and agriculture department. As part of this initiative, selected farmers were encouraged to produce groundnut seeds. Demand for these groundnut seeds from other farmers was well estimated in the form of indents. Existing local committees (women self help groups; village organizations; watershed committees, etc) were given the responsibility of overseeing the protocols in the entire process. High quality of these seeds was established by high germination rates, during the community based certification process, in each village. Seed producers supplied groundnut seed to farmers in the same village/ neighboring villages, who already put their indent. Rate of seed was decided well in advance by the district administration and payment protocols for seed subsidy was also decided well in advance. This assurance of payments and rates gave the farmers considerable confidence and good quality seed grown by the local farmers also gave strength to this approach. Subsidy amount (for seeds) was directly deposited in the bank accounts of farmers, who procured seed from the seed producer farmers. Though this payment took more time than anticipated, the efficacy of this community managed seed system is well established in the district at a reasonably large scale. WASSAN facilitated the network of local NGOs in Anantapur district and ensured that entire system is developed in a collective manner. Though this initiative covered substantial part of the district through networking, there is still opportunity to cover the entire district with this approach in due course of time.

- In Mahabubnagar district the existing seed banks are further strengthened. The seed banks are serving the local seed as well as new varieties of seed to the farmers in the form of Nagu (For 1kg seed they collect 2kg after crop harvesting) system. Though this system is established, it is unable to meet the total demand, as there is limited storage capacity.

- **System of Rice Intensification –Jai SRI:**

WASSAN has been engaged with System of Rice Intensification (SRI) for a long period. The package of practices was well established in the state. WASSAN is an active member of Jai SRI Consortium in the state, which consists of representatives of Agriculture Department; NABARD and research institutions such as DoR, WALAMTARI. WASSAN is actively supporting 15 NGOs who are part of the JAI SRI Program in Mahabubnagar, Nalgonda, Medak and Khammam districts of Andhra Pradesh. About 625 farmers participated in this initiative covering about 348 hect. As part of this process, WASSAN is providing capacity building inputs to the NGO partners, farmers and farmer resource persons. During

2011-12 (Rabi), 709 farmers practiced SRI in 625 acres. During 2011-12 (Kharif), 625 farmers practiced SRI in 860 acres. During 2012-13 (Rabi), 481 farmers practiced SRI in 650 acres.

- **Finding Markets for Agricultural Products**

- **Crops grown under Non Pesticide Management:**

- Farmers in 20 villages in Gandlapenta and Nallacheruvu mandals of Anantapur district are practicing Non Pesticide Management methods for Groundnut in 200 acres. Similarly, farmers in 30 villages are cultivating redgram crop under NPM methods in 700 acres in Bomraspet, Doultabad and Kosgi mandals of Mahabubnagar district. Inputs were made available through the NPM shops in these villages. Several training programs were organized to the Community Resource Persons (CRPs) and Group leaders at mandal level. The CRPs and group leaders provided guidance to the NPM practicing farmers on a regular basis in the villages at various crop stages. All the NPM practicing groups were practicing the Participatory Guaranty Certification System (PGS). Documentation support provided by the project through community resource persons. Red gram cultivated under NPM practices is being processed and marketed by farmer's cooperative in Mahabubnagar district. In this process support was taken up with SHPL Hyderabad. In this year 2012-13 planned to marketing of 20000 Kg redgram dhal. The procurement of red gram is in the progress and taken up by the farmer's cooperative/s. Capital/investment for purchasing the redgram is one of the major constraints for marketing red gram/ any other product that is cultivated using NPM methods.

- **Community managed inland fisheries in rainfed tank systems:**

WASSAN made series of efforts to up-scale the good practices generated from APDAI on inland fisheries. Based on these efforts, Government of AP agreed to initiate a major project covering 350 tanks in three districts (Mahabubnagar, Khammam and Karimnagar). Department of fisheries, Rural Development Department, National Fisheries Development Board; Zilla Samakhya, WASSAN, GNNS KVK (Karimnagar) and VSS are partners in this project. Though the MoU was signed long back, the actual process of projects began only in Oct 2012. As part of this project - "Enhancing fish production in small water bodies of rainfed areas", Zilla Samakhya in Mahabubnagar, Khammam and Karimnagar districts established Fisheries Resource Centers with dedicated staff. Except, NFDB, other agencies released funds to Zilla Samakhya. District coordination committee (DCC) meetings were organized in three districts with the support from the District Collectors. WASSAN is providing technical and institutional support to this initiative, including capacity building support. Trainings programs were organized for the implementing agencies on the project planning, implementation, monitoring and review of the program. MGNREGS (Commissioner, Rural Development department, Govt of AP) issued a circular to take up tank development activities (bush clearance, desilting and establishment of fish seed rearing ponds) in the project villages as well as in the state. Baseline survey is being conducted to set the targets for the project.

- **Small Ruminant Development Program**

- **Networks of Rearers of Small Ruminants:**

- Small ruminants provide substantial income security to poor families in rainfed regions. WASSAN is engaged with the agenda of small ruminants for a long period and strengthening this agenda with the following initiatives during 2011-12 and 2012-13.
- Ram lamb rearers with the support from the “Ram lamb rearers network” is able to support the ram lamb rearing activity in this year also. About 41 ram lamb rearers taken up 600 ram lambs rearing in this year and they sold out in the months of June/July months 2012-13. The average net income on one ram is about Rs.900 in this year. The network has about Rs.34000 share capital and able to provide support to the rearers to purchase the ram lambs. The ram lamb rearers network is able to get the support to ram lamb rearing units from the Animal Husbandry department. WASSAN intends to register this network as a producer company with other stakeholders like sheep and goat rearers etc, in due course of time.
- Goat rearers groups were federated at mandal level and two Mandal level networks are functioning with about 300 rearers, in Mehabubnagar district. A total of 26 groups are engaged with thrift and credit activity, medicine fund is operational and providing vaccination services to the goat rearers. They are able to get goat kid units from the Animal Husbandry department. Several efforts were made to access credit from the banks and other financial institutions. About 37 goat kids were rearerd in this year by the goat rearers and sold out.
- About 80 Sheep rearers groups and their network are functioning and accessing vaccination services from the Animal Husbandry Department. Some of the groups were also getting credit from the banks. Several trainings and meetings were organized to the sheep rearers on strengthening the groups and networks.
- Considering the potential of up-scaling the good practices that are developed by WASSAN, WASSAN had several discussions/ meetings with National Research Centre on Meat (NRCM), AP Sheep and goat rearers cooperatives federation, AH Department, Veterinary university, District sheep breeders unions to design a large scale program on “**small ruminants development in the state**” based on WASSAN’s experience. AP sheep and goat rearers cooperative federation is taking initiatives towards this with the support from WASSAN. A meeting was held with the Principal Secretary, Animal Husbandry Department & Fisheries, Government of Andhra Pradesh towards this direction.

- **Community Managed Livestock Vaccination Services:**

WASSAN established the efficacy of community based vaccination services and protocols in different situations. These systems are stabilized now in the villages, where the networks of small ruminants are active. Vaccination services are

provided on regular basis by the health activists of the networks. In this year, ET vaccines and de-worming is given to about 6500 sheep and goats. 3550 large ruminants received vaccination and about 3400 backyard poultry was given RD vaccine. Indent preparation, submission, access to vaccines and vaccination by the health activists have become regular activity and able to further strengthened in this year. Ramlams also received once ET vaccinations and twice de-worming this year by the health activists.

- **Backyard Poultry:**

A total of about 3400 chicks were reared in 6 chick rearing centres and all the total chicks were sent to backyard. A total of 1200 chicks were received from Animal Husbandry Department. A collaborative program with Human Society is taking shape for marketing of Free Ranging Poultry eggs. Initially it started with Blue Cross Society where 200 eggs are supplied every week. Initial discussion with Google Pvt Ltd has taken place and this market is being explored. A total of 2550 eggs were supplied to Blue cross society for few days.

- **Policy and Programs for Livestock for livelihoods of Poor :**

WASSAN is engaged with Society for Elimination of Rural Poverty (SERP) for developing an operational strategy for Livestock for Poor, with a focus on small ruminants and poultry.

Promoting Land and Labour Based Livelihood Rights - Efforts of Bhoomi Kendram

Bhoomi Kendram has evolved as a sub centre within WASSAN based on the felt need to work on land and labour based livelihood rights of the poor and marginalized communities in a rights perspective. Mainstream watershed projects are oblivious of land rights related issues and these are often ignored in natural resource management based rural development initiatives. This resource center is expected to development professionals and activists in integrating lands and labour rights in all spheres of development action, including watershed management programs. Bhoomi Kendram is focusing on supporting and promoting community activists and their organizations in escorting the communities in the process of securing their rights. Engaging with the government and other stakeholders for policy and process changes based on the lessons and experiences generated from the field engagement has emerged as key intervention areas.

This approach was initiated with Comprehensive Land Development Project (CLDP) of Government of AP in 2005-06. Over a period of time, this project has graduated to address various issues and problems of marginalized communities in the state.

1. Current Projects

a. Action in partnership for making livelihoods of marginalized more resilient

This project is of three year duration (2011-14) supported by Christian Aid as part of its General Program Partnership Agreement (PPA) with DFID.

The three year plan envisages systematic organization and capacitating of the selected households (4500) in securing maximum entitlements from NREGS (wage as well as investment) and land rights. The project area is spread across 180 villages in 33 mandals of 15 districts. The field level partners associated in this project are activists of APVVU, Dalit Bahujan Resource Centre and REDS, Anantapur.

The objective of this initiative is to make the livelihoods of the marginalized, land less households increasingly resilient through enhanced household income, consumption and productive assets, through increase in

- number of days of participation of the Households in MNREGS
- number of development works taken up in the lands of the selected households through MNREGS funds
- the access to land(both individual as well as commons) or secure title for the land less as well as marginal land holders

Major activities taken up under this project in this year include,

1. Identification of target households in the selected villages/ mandals as per the set priorities
2. Building base-line information of at least 5% of the selected households
3. Assessment of the present implementation status of MNREGS (2010-11) in the selected villages
4. Assessment of the present land holdings as well as land rights problems existing of the selected households
5. Strengthening of the wage labour groups of the selected households to engage with the implementation systems for effective implementation of NREGS and increased uptake of entitlements
6. Building and strengthening village and mandal level platforms for effective engagement with the administration as well as promotion of leadership from among the selected households
7. Accompanying the selected households/ their representative forums in engaging with revenue administration for securing land rights
8. Providing independent feedback to the state administration based on the field situation/experiences of the selected households for improving the implementation systems of NREGS as well as land rights. This was done through regular participation of AP NGO Alliance on MGNREGA (APNA) monthly meetings as well as in the state level interface meeting organised on 25th July, 2011 between the members of wage labour groups from the project villages as well the working villages of various other partner organisations and state level officials of Rural Development department.(Principle Secretary and Director, MGNREGA).
9. Supporting the selected households in engaging with local panchayat and facilitating linkages with various other departments in pursuance of improved livelihoods

Through the above activities and process the Community resource persons and partner organisations could ensure better access of MGNREGA (in terms of number of days, less number of delayed payments, timely work provision, work site facilities, land development etc.) by the target households, and improved access to land(in terms of pattas, demarcations, crop loans etc).

However, the major challenge faced by the partners as well as the centre was of shifting of work approach from village/community centric to the household centric. It took more time and efforts than estimated for this shift to happen and for the community resource persons to acquire capacities for working with the households as well as in collection of data, thus having a minor negative impact on the achievement of outcomes and outputs. Apart from that there was enormous delay in resolving of land rights issues at the ground level. It is envisaged to work towards building collaborative spaces between the revenue department and the civil society organizations (similar to APNA) at district and state level to address this issue, in the coming years

b. Creating Critical Knowledge Base of MGNREGA

This initiative is being supported by Ford Foundation. As part of this stream it was proposed to take up two specific studies on the following themes and contribute to the knowledge base of MGNREGA in general and in the state in specific.

1. Understanding the changing dynamics in Agrarian relations because of MGNREGS
2. Understanding the specific nature and key constraints in Scheduled/Agency areas in respect of implementation of MGNREGA and proposing suitable modifications

The grounding of this project was delayed for various reasons, including delay in fund release. Only some preparatory work could be done under this project in this year like, Preparation of detail concept note along with proposed methodology, Selection of four villages for empirical study, Collection and compilation of MGNREGS performance data as well as data(land and labour) related to job card holders in the villages etc.,

In addition, an article was written and published in two telugu news dailies Vaartha and Andhra Jyothy in 2011 on the issue of linking MGNREGS to regular Agriculture operations. The perspective from marginal farmers and agriculture labourers was highlighted in that article. The centre has also facilitated a quick study on crop holiday declared by farmers in East Godavari district in the kharif of 2011 with the support of Research scholars in Economics department of University of Hyderabad. The challenge emerging in this aspect is to establish through empirical data the benefits accrued to majority of farmers(i.e small and marginal farmers) through MGNREGA, the possibilities and ways to strengthen the agriculture using MGNREGA with the proven case examples.

c. Initiatives to build a forum and agenda on Land reforms

Bhoomi Kendram has been facilitating several processes with and without the project based support to build an agenda and forum at state level. Bhoomi Kendram with the support of Bread for the World, Germany, facilitated several activities in this 2011-12. Some of them are supporting the evolving of state level forum of land rights issues, i.e AP Alliance for Land, publishing its agenda, demands and other material, guiding state leg of national tour on land rights (Jan Satyagrah Samvad Yatra) led by Ekta Parishad. Also conducted a workshop in September, 2011 with the affected communities for providing feedback to the Ministry of Rural Development, Government of India on the proposed Land Acquisition, Rehabilitation and Resettlement Bill, which was well acknowledged and appreciated.

The challenge in this initiative is to sustain the functioning of state level forum as well as build a collaborative mechanism with the Revenue department of the State government. In the case of former, the role of WASSAN-Bhoomi Kendram is limited where as the later can be achieved with the continuous efforts, hopefully in due course of time.

Co-Construction of WASSAN – Board Contours of Institutional Design

Given the achievements of past and future challenges in development sector, WASSAN team embarked a process of “co-construction” of WASSAN, with the mandate from Board of Trustees of WASSAN. Shri Gagan Sethi and Shri Mohan (Janvikas) facilitated the process. The initial discussions were held during Den 2011 and the year 2012 was largely spent on “diagnosis, reflections and thinking together” related actions. By Dec 2012, the team could arrive at broad contours of the institutional arrangements and design. The main purpose of this exercise was to consolidate current achievements and prepare WASSAN for future challenges. The new design is expected to help the team to explore newer opportunities and develop into a credible and capable resource organization.

As part of co-construction of WASSAN institutional space, three nodes are identified – node for change; node for knowledge and node of HID (human & institution development). Each node would have several sub-nodes, where the functions of WASSAN would be located.

Each node would be lead by a team of two members - Chief Operating Officer and Associate Chief Operating Officer. A team consisting of all the Chief Operating Officers and Associate Chief Operating Officers of all nodes would be called –“Strategic Leadership Team” (SLT). This team would be headed by Executive Secretary of the organization. It is expected that this team would be constituted within Jan 2013. It is proposed that the strategic leadership team (SLT) would provide leadership to the processes related to operationalizing the decisions taken during the co-

construction process of WASSAN and take the agenda forward. Intense efforts would be made during the initial phases of this process to stabilize the institutional processes, systems and protocols.

The terms of reference of each node and functionaries are mentioned here. These are collectively developed and refined during the meetings held from 11th 15 Dec 2012.

Terms of Reference – Executive Secretary, WASSAN

Executive Secretary of the organization is appointed by the Chairperson, BoT of WASSAN. Executive Secretary takes up three specific responsibilities and performs related functions a).

COO of node of knowledge; b). Executive functions related to overall management of the organization c). Mandatory functions related to BoT, which are honorary.

Role:

Set the vision, direction and nurtures the growth of WASSAN and steer the programmatic and institutional processes of WASSAN, along with Strategic Leadership Team. Enhance the resilience of the institutional space for WASSAN. S/he must create and strengthen the brand image of WASSAN and explore, strengthen alliances and partnerships in tune with the vision of WASSAN – globally and nationally. S/he must enhance the stability and relevance of the organization by mobilizing resources - Human, Financial and necessary support systems. S/he must expand the boundaries of WASSAN and deepen the experiences of WASSAN in the Natural Resource Management (NRM) and Rainfed Agriculture (RA) sector and enhance the space of Civil Society in the NRM sector

Key responsibilities include

- Developing strategic plans for WASSAN and facilitating their implementation
- Meeting statutory obligations² and reporting and engaging with the Board to drive the strategic vision and objectives of WASSAN
- Nurturing partnerships and resource mobilization
- Guide and mentor the Strategic Leadership Team and other key team members of WASSAN
- Ensure effective project management systems are in place such as – monthly/ quarterly planning & review meetings, MIS, etc.

Experience: A minimum of 15 years of experience in the NRM and RA sector. Extensive experience of managing large teams and multiple programmes and projects in the NRM and RA sector in partnerships with the Government, NGOs and donors.

Qualities expected: The person must have the ability to work under stress with multi-tasking skills and the ability to motivate, encourage and nurture emerging leadership

Key competencies: Ability to take independent responsibility of one of the nodes of the organization and the willingness to take risks and proactive initiatives as part of the node. In-depth understanding on policies, programmes and practices of NRM and RA sector. The person must have proven skills in presentation, documentation and data analysis. Good Communication skills (oral and written) in English, Hindi and any one regional language with Good documentation skills and presentation skills. The person must have preferably at least 3 publications related to the NRM/ RA sector

Desired Qualities: Highly energetic, committed and self-motivated and aligned with the values and principles of WASSAN, viz., Participation, transparency, accountability, equity and empowerment.

Location: Based in Hyderabad with extensive travel across in all the geographical locations where WASSAN is working

Terms of Reference – Node of Change (NoC)

Purpose

- Improving quality of mainstream large scale programmes
- Providing leadership role in the NRM / RA sector
 - Facilitating partnerships at all levels and convergence with relevant initiatives

Stakeholders:

- It works with variety of partners
 - Where it Impacts most: communities, networks, CBOS and NGOs,
 - Where it influences most: government departments, policies/ programs and markets
 - Where it collaborates: NGOs/ CBOS/ Ministries/ Government departments/ markets/ Activists/ others

Role and Core Mandate

- It animates, directs, elaborates, delivers large scale development programs through implementation; piloting and action research
- **“Tangible gains to empower the poor”**
 - Creates new models with evidence of change
 - Therefore contributing to new knowledge
- Core Themes: Rainfed agriculture; natural resource management, livelihoods

Boundaries

What not to do?

- This node will not directly take up work related to issues that are not in the NRM / RA sector

What to do?

- Shall take up implementation in a limited part of large scale mainstream government programmes
- Respond to opportunities with potential for innovation and learning
- Explore creative opportunities
- “Being strategic” in programmatic interventions (entry- exit, choice of partners / location)
- Realistic expectations/commitments with communities considering project/program realities and maintain a negotiable space with partners /donors

Set standards for efficiency, effectiveness and its ability to be a surplus centre

Related to People

- Competences developed at the community level to supplement. complement staff time (%age decrease of current staff time)
- Staff with adequate competencies developed offer consulting services
- up to __ %age with due delivery on project results

Related to Product

- At least __ new models developed every __ years
- Each model will have an incubating period of not more than __ years as a cost centre

Related to Paisa

- Models developed will be saleable (value for money) and generate surplus after a minimum incubation period of up to __ years

Nurturing high ownership and leadership...

Develop mechanisms for building ownership

- Meetings are planned with agenda set before the meeting, expected decisions
- Protocol on who attends which meetings
- Collective planning – annual planning event

Develop mechanisms for space for leadership development

- Setting goals for individuals and team(s), pushing boundaries, feedback – Protocol
- Delegation – Giving tasks, backstopping support, Monitoring, feedback, taking responsibility for results
- Setting the parameters of delegation and measuring delegation
- Capacitating partners - setting written norms for leadership building among partners

Allowing people of choice to belong

Placing protocols on

- Competency mapping of staff - Skill and knowledge mapping; core interest of the team members – *“Define Role fitment”*
- Recruit (internal / external) people based on role fitment of the node
- Review and change of role(s) of team members at least every 3 years with a transition period of 6 months
- Staff Training and Development protocol
- Equal opportunities employment protocol – valuing diversity

Shift from Midline to Strategic Anchors

- Enable process through which midline can take challenges and risks
- Think out of the box – Testing new ideas, generating new experience, raising resources for it, developing new competencies
- Midline’s time shift to set goals and priorities and lead teams

Values aligned to the DNA of the WASSAN:

- Transparency; Accountability; Participation, Equity and Empowerment

Collaboration as part of possibility

Collaboration (internal) - Sharing of resources, competencies, expertise, learning

- Contributing 20% time to each node (sub node, projects), part of which will be in jointly doing Monitoring and Evaluation of selected projects (Incentivizing as part of KRA and appraisals)
- Protocol to be developed

Collaboration (External)

- Values and Principles of collaboration will be articulated in written in all agreements with partners - such as CBOs, NGOs, Networks, Government agencies, research institutions, universities etc.

How will this node help to create a Brand New WASSAN?

Contributing to the relevance of WASSAN

- People – internal with reference to leadership, succession, competencies
- Products - innovation, cutting edge, policy influence
- Procreation – new initiatives, nodes... organizations
- Publishing – documentation, codification of practices

Key Innovations and Shifts:

- Innovations at grass roots- leads better change in the situation of deprived community
- Piloting and Up scaling in mainstream programs
- Experimenting in mainstream programs
- Designing Large scale programs
- Effective delivery of large scale programs related to core
- Differential Partnerships and networking

Internal Reporting Systems

- Individual time sheet/ work done report
- Monthly projects reports – work done – report should be shared through email to among the team members
- Quarterly report – Status of the work and learnings – mail should send to WASSAN team group mail ID
- Annual report (narrative report with financial statements) submission to core apart from Donor reports
- MIS system should be in place
- Project Monitoring committee – interface with team on quarterly basis

Enforcement mechanism

- Project anchors have to send the reminders to team members
- If the team members don't responds to 3 reminders, s/he has to give explanation to core group.
- Anchors have to prepare donor reports in one month advance and presenting the same to monitoring committee. After taking the inputs from them anchor has to finalise and send to donors
- If not happened, anchors should give explanation to core group; action can be taken by core groups in terms of dis incentives or demotion

Coordination with others – Areas that you coordinate with others:

NOC with HID Node:

- Monthly financial statements
- HR deployment - Project team, partners, other team members of WASSAN

- Staff composition and salary finalization
- On new projects - Project team, team leader and node head/head of the organization, respective project partner (donor) - based on skills, available time and need-based consulting with team leader

NOC with Node of Knowledge

- Seek training support – Modules, Resource material
- Policy influence support at different levels

Concerns Expressed

- Need for sub node for training within NOC for catering to training needs at the NOC level (In practice, training calendar ready)
- with a HID support role located in secretariat node (for capacity development and quality assurance and monitoring support) –role and specific protocols for HID support

4 Questions that Board should ask every 6 months:

Related to product

- Achievements and failures - Indicators for achievements
- Ongoing Projects / Projects in pipeline - Ratio

Related to staff

- Capacity building plans of team members and progress - CB requirements of team and annual performance assessment
- Based on the project plan 6 months outputs – factors contributed for achievements and reasons for gaps, incentives for team members.
- Engagement with other projects /activities in the six months , learnings and improvement in skills.

Related to Finance

- Finances related – budget allocation, expenditure, mobilization, deficit, required support
- Next 6 months project/theme action plan
- What are the policy issues from the work/project/theme and strategy to work towards policy advocacy
 - **2 key challenges:** *Getting skilled persons and satisfying donor and core objectives of organisation*
 - **2 key advantages:** *Variety of projects and multi-tasking team members*

Key innovations it brings to WASSAN making it a brand new WASSAN

- Promoting Entrepreneurship – incubate and spin off innovations
- Brings creative market based approach to its growth strategy
- Influencing large scale / mainstream programme designs
- Create evidence for addressing next gen issues (climate change adaptation, carbon credits, water security, etc.)

Staff composition

The COOs and ACOOs will decide the structure and staff composition. In the meanwhile, the following is suggested:

- *Apex level – 3 persons (COO, ACOO)*
- *Strategic anchors – 9 to 12 persons at leadership of sub nodes*
- *Operating core- 30 members*
 - *Composition should be 1:3:10*
- *Permanent - Apex level , project anchors (50%)*
- *Project based – Project anchors*
- *Consultants – Task / bunch of tasks based, Special skills*
- *Staff composition*
 - *Apex level – 10%*
 - *Strategic anchors – 20%*
 - *Operating core – 70%*
- *Staffing pattern depends on the project requirements*
 - *Permanent – 70%*
 - *Project based – 20%*
 - *Consultants – 10%*

Terms of Reference - Chief Operating Officer for Node for Change

Broad Role:

- To set the vision and nurture the growth of the node and its sub nodes
- To provide strategic leadership to the node, while performing related executive functions.

Responsibilities/ Functions of Chief Operating Officer include:

Planning Related:

- Develop strategic plans in tune with the vision and objectives of the node and of WASSAN.
- Set Key Result Areas for the node; sub-nodes and individuals in each node/ sub-node.
- Develop project proposals as per the strategic plans of the node.
- Mobilize necessary resources (financial, human resource) for implementation of strategic plans
- Identification and nurturing new sub-nodes and integrating them into strategic plans

Deployment Related

- Allocates project responsibilities to specific sub nodes/ teams
- Coordination with other nodes in sharing the plans of respective nodes for deployment
- Joint meetings to decide on matters related to overall WASSAN planning, monitoring and coordination including deployment of all three nodes

Output Delivery Related

- Negotiating and sharing of resources (human and financial) for achieving Key Result Areas

Monitoring and MIS

- Ensure execution of plans is on track and assess reasons for deviations
- Guide the team in setting quality standards and parameters and review them regularly
- Provide feedback, take necessary actions/ midterm corrections
- Enabling the functional relations among sub nodes
- Bring any critical issues to SLT.
- Ensure statutory obligations of the entire node.
- Conducting annual performance assessments of the achievements of node/ sub nodes as per proposed strategic plans and key result areas, in collaboration with HID node.

Reporting and Documentation related

- Preparing thematic reports/ annual reports for different users (donors/ web/ BoT/ Advocacy)
- Synthesis of learnings

Coordination and Financial Issues related

- Developing common agenda with other nodes; sharing the plans of respective nodes, negotiating and sharing of resources (human and financial) and in achieving Key Result Areas
- Donor coordination
- Coordination at state/national/ international levels for advocacy, realizing the vision of the node
- Joint meetings to decide on matters related to overall functioning of WASSAN planning, monitoring and coordination of all three nodes
- Represent the node as well as WASSAN in all engagements in the nodal leadership role with key external stakeholders, donors, Govt. functionaries, etc.

Experience: Minimum 12 years of experience in the natural resource management (NRM) and rain-fed agriculture (RA) sector with Implementation of large scale development projects and engagement with advocacy efforts at the state and national level

Competencies: Ability to take independent responsibility of the node and the willingness to take risks and proactive initiatives as part of the node. In-depth understanding on policies, programmes and practices of NRM and RA with experience of management of large teams and multiple programmes/ projects in NRM and RA and in working with Government, NGOs and donors. The person must be proficient in computers with proven skills in presentation, documentation and data analysis. Excellent communications skills in English and Hindi are a must (written, oral and comprehension). Familiarity with Telugu is preferable. The person must have high level of written skills especially with respect to drafting policy guidelines and with presentation skills. Must have preferably at least 3 publications related to the NRM sector.

Desired Qualities: Highly energetic, committed and self-motivated and aligned with the values and principles of WASSAN, viz., Participation, transparency, accountability, equity and empowerment

Location: Based in Hyderabad with extensive travel across in all the geographical locations where WASSAN is working.

Terms of Reference for Associate Chief Operating Officer – Node for Change (NoC)

Broad Roles:

Associate Chief Operating Officer for node of change provides functional leadership to node for change and takes the responsibility of operationalizing the strategic plans of the organization and play a critical role in achieving the goals of the organization. Associate Chief Operating Officer functions as operational anchor of the node and supports the COO in realizing the vision of the node and sub nodes.

Responsibilities/ Functions of Associate Chief Operating Officer – Node of Change include:

Planning related:

- Develops project based plans (half yearly/ annual/ Project periods).
- Consolidation of action plans of all sub nodes.
- Allocate responsibilities to specific sub nodes.
- Assess the feasibility of newer opportunities and explore challenges related to the node

Deployment related:

- Deployment of additional staff/re-allocating existing staff across the sub-nodes

Output Delivery related:

- Implementation of project plans as per the project proposals

Monitoring and MIS related:

- Convene monthly meetings of the node and facilitate meeting processes at the sub node level as a way of sharing learning and documenting the learning for the node and for WASSAN as a whole
- Quality control of processes and outputs/ results
- Feedback to the sub nodes/ teams
- Monitor the progress of plans on a monthly basis and reviews it on a 6 monthly basis
- Identify the need for resources, review them regularly for effectiveness and facilitate the mobilization of resources - financial and human resource – in tune with the objectives of the node

Reporting and Documentation related:

- Prepare reports of programme and on all compliances related to the node under the direction of the COO
- Preparation of sub-node wise performance/ progress/ status reports
- Consolidation of node wise reports

Coordination and Financial Issues related:

- Coordination with district/state level Government line departments for convergence
- Exploring new ideas/projects within the node
- Coordinate with other nodes (respective COOs and ACOOs) in sharing the plans and reviews of the node, negotiate and share resources (human and financial) in achieving Key

Result Areas. Facilitate and hold joint meetings to decide on matters related to overall WASSAN planning, monitoring and coordination of all three nodes

- Represent the node as well as WASSAN in all engagements in the nodal leadership role with key external stakeholders vis., Govt. functionaries and Donors.

Key competencies:

S/he must have extensive experience and in-depth understanding on policies, programmes and practices of NRM and RA with extensive experience of managing medium to large teams and multiple programmes and projects in NRM and RA and of working with Government, NGOs and donors. The person must have ability to learn from others, pursue the agenda and be willing to experiment with new processes/ ideas. The person must be proficient in computers with proven skills in presentation, documentation and data analysis. Excellent communication skills in English and Hindi are a must (Comprehension, written and oral). S/he must have the ability to convert the experiences on ground to useful policy and program designs. Familiarly with any one of Indian regional language is desirable. Preferably at least 2 publications related to the NRM sector.

Experience: Minimum 10 years of experience in the NRM and RA sector

Qualities desired: Highly energetic, committed and self-motivated and aligned with the values and principles of WASSAN – participation, transparency, equity and accountability

Location: Based in Hyderabad with extensive travel across in all the geographical locations where WASSAN is working

Terms of Reference - Nodes of Knowledge

Rationale for NOK

- Need for a space for reflection
 - facilitates reflection processes
 - Design, Produces learning
- Because reflection is the basis for learning and knowledge
- Knowledge for change: Enables Scope for change
- Refines/fine tunes the knowledge generated by NoC/others
- Knowledge provides the choice of alternatives

Purpose:

- Develops (update, captures) new knowledge in the NRM sector across the county for the state, market and civil society so as to provide viable alternatives / choices

Stakeholders:

- Who will we impact most? - Functionaries of programmes (Governments/ NGOs/CBOs)
- Who will be influenced most? - Policy makers, donors, community based organizations, partners
- Partners
 - Node of Change
 - Partners of Node of Change
 - Government of India, State Governments

Roles and Core Mandate:

- Provide Knowledge management services and policy engagement that contributes to core mandate of WASSAN.
 - Knowledge management: Generation, Pooling, updation, processing and dissemination of knowledge
 - Policy Engagement: Establishing linkages with various stakeholders (within/outside WASSAN) Develop policy engagement processes, Supportive material generation for policy engagement
- **Core Themes:** Rainfed areas, Natural Resources, Livelihoods
- **Core Functions:** Support Services, Capacity Building (CB), Research (Action Research; Adaptive and Studies) and Policy engagement (Indicative List: Research, Studies, Monitoring, Assessment, Evaluation, workshops, interface meetings, writeshops, etc Capacity Building (CB) activities, Agenda related material design, Production and Documentation)

Boundaries

- Engagement with community level implementation will be through CBOs, NGOs, GO departments
- Capacity Building (CB) support will be in collaboration with the NOC, HID, and partners where necessary

Standards of efficiency, effectiveness, surplus and its ability to be a surplus centre:

Related to People

- Proper HR engagement and management - No person will be without a project at any given point of time
- Competency profile of the staff of the NoK vis a vis role fitment
- __% within the node and __% external to the node as a people mix

Related to Product

- At least 4 flagship programmes in a year

Related to Paisa

- At least 1 year reserve for the NOK at any point in time
- All sub nodes must be financially viable and surplus oriented
- Must be able to cross subsidize other nodes
- Services will be charged differentially (internally and externally) – Protocol needs to be developed

Nurturing high ownership and leadership

Develop mechanisms for building ownership

- Meetings are planned with agenda set before the meeting, expected decisions
- Protocol on who attends which meetings
- Collective planning – annual planning event

Develop mechanisms for space for leadership development

- Setting goals for individuals and team(s), pushing boundaries, feedback – Protocol
- Delegation – Giving tasks, backstopping support, Monitoring, feedback, taking responsibility for results

- Setting the parameters of delegation and measuring delegation
- Capacitating partners - setting written norms for leadership building among partners
- Need for a specialized role for marketing of products / services – Define new roles/ functions/ opportunities for growth in this line

Allow people of choice to belong:

Placing protocols on

- Competency mapping of staff - Skill and knowledge mapping; core interest of the team members – “Define Role fitment”
- Recruit (internal / external) people based on role fitment of the node
- Review and change of role(s) of team members at least every 3 years with a transition period of 6 months
- Staff Training and Development protocol
- Equal opportunities employment protocol – valuing diversity

Value alignment with the DNA of WASSAN

- Knowledge management (generation and sharing) processes would focus on Transparency; Accountability; Participation, Equity and Empowerment.

Collaboration as part of possibility:

- Make conscious efforts to support other nodes in knowledge consolidation related processes
- Each member of this node to spend X% of time (annually) for partners/ other nodes and engage with mandate and functions of other nodes/ partners
- Enhance the exposure to field level realities by active participation in action research projects

How will this node help to create Brand new WASSAN?

- Strive to be self sufficient node in terms of revenue generation, management (work, finance and partnerships)
- Quality HR: Building in-house capacities, Decentralized and accountable individuals/nodes
- Acknowledge to our capacities and services externally, Generating outside Expectation, demand generation
- Meeting expectations

Key innovations and Shifts

- Cost effective centre
- Demand generation
- Individual accountability, collective leadership

What is the internal reporting system? What, When and How

What and How?

- Operationalising Internal Reporting System
 - Identify thematic nodes
 - Form Node wise teams, designate thematic anchor
 - Frame review and reporting systems within and among nodes
 - Key Result Areas and Deliverables

When (Periodicity)?

- Timely meetings, Common sharing systems/ platform will be delivered

Coordination with Others -Areas that you coordinate with others

- Information: Nodes of Change, HID and outside WASSAN
 - Pooling Experiences generated
 - Process and sharing with Nodes of Change
 - Project related information (Plans, Reports, Progress, periodicity, requirements – Fin, HR, etc)
- Decision Making: Within the Node, Nodes of HID
 - HR, Resource Mobilisation, Capacity Building (CB),
- Sharing Human Resources: Internal System within the Node, Secretariat and Nodes of Change.

4 questions that Board should ask every 6 months

- What is the new/critical knowledge generated?
- Impact on the projects and policy
- What are the new projects/ideas/funds/ resources generated?
- Strength of the pool (Current strength required improvement, etc – Projects, HR, Bench, etc)

2 key Challenges- Appropriate HR, Establishing and up-keeping linkages

2 key Advantages - Demand for our nature of work, Credibility for WASSAN

Staff Composition:

To be developed in near future.

Terms of Reference – Chief Operating Officer – Node for Knowledge (NoK)

Broad Role:

- To set the vision and nurture the growth of the node and its sub nodes
- To provide strategic leadership to the node, while performing related executive functions.

Responsibilities/ Functions of Chief Operating Officer include:

Planning Related:

- Develop strategic plans in tune with the vision and objectives of the node and of WASSAN.
- Set Key Result Areas for the node; sub-nodes and individuals in each node/ sub-node.
- Develop project proposals as per the strategic plans of the node.
- Mobilize necessary resources (financial, human resource) for implementation of strategic plans

- Identification and nurturing new sub-nodes and integrating them into strategic plans

Deployment Related

- Allocates project responsibilities to specific sub nodes/ teams
- Coordination with other nodes in sharing the plans of respective nodes for deployment
- Joint meetings to decide on matters related to overall WASSAN planning, monitoring and coordination including deployment of all three nodes

Output Delivery Related

- Negotiating and sharing of resources (human and financial) for achieving Key Result Areas

Monitoring and MIS

- Ensure execution of plans is on track and assess reasons for deviations
- Guide the team in setting quality standards and parameters and review them regularly
- Provide feedback, take necessary actions/ midterm corrections
- Enabling the functional relations among sub nodes
- Bring any critical issues to SLT.
- Ensure statutory obligations of the entire node.
- Conducting annual performance assessments of the achievements of node/ sub nodes as per proposed strategic plans and key result areas, in collaboration with HID node.

Reporting and Documentation related

- Preparing thematic reports/ annual reports for different users (donors/ web/ BoT/ Advocacy)
- Synthesis of lessons learned

Coordination and Financial Issues related

- Developing common agenda with other nodes; sharing the plans of respective nodes, negotiating and sharing of resources (human and financial) and in achieving Key Result Areas
- Donor coordination
- Coordination at state/national/ international levels for advocacy, realizing the vision of the node
- Joint meetings to decide on matters related to overall functioning of WASSAN planning, monitoring and coordination of all three nodes
- Represent the node as well as WASSAN in all engagements in the nodal leadership role with key external stakeholders, donors, Govt. functionaries, etc.

Experience: Minimum 12 years of experience in the natural resource management (NRM) and rain-fed agriculture (RA) sector with Implementation of large scale development projects. Experiences related to advocacy at district/ state/ national level are essential. Participation/ membership in policy formulating groups/ committees is an added qualification. Experiences related to anchoring/ sphere-heading research projects are essential.

Competencies: Ability to take independent responsibility of the node and the willingness to take risks and proactive initiatives as part of the node. In-depth understanding on policies, programmes and practices of NRM and RA with experience of management of large teams and multiple programmes/ projects in NRM and RA and in working with Government, NGOs and donors. The person must be proficient in computers with proven skills in presentation, documentation and data analysis. Excellent communications skills in English and Hindi are a must (written, oral and comprehension). Familiarity with Telugu is preferable. The person must have high level of written skills especially with respect to drafting policy guidelines and with presentation skills. Must have preferably at least 3 publications related to the NRM sector.

Desired Qualities: Highly energetic, committed and self-motivated and aligned with the values and principles of WASSAN, viz., Participation, transparency, accountability, equity and empowerment

Location: Based in Hyderabad with extensive travel across in all the geographical locations where WASSAN is working.

Terms of Reference for Associate Chief Operating Officer – Node for Knowledge (NoK)

Broad Roles:

Associate Chief Operating Officer for node for knowledge provides functional leadership to node for knowledge and takes the responsibility of operationalizing the strategic plans of the organization and play a critical role in achieving the goals of the organization. Associate Chief Operating Officer functions as operational anchor of the node and supports the COO in realizing the vision of the node and sub nodes.

Responsibilities/ Functions of Associate Chief Operating Officer – Node of Knowledge include:

Planning related:

- Develops project based plans (half yearly/ annual/ Project periods).
- Consolidation of action plans of all sub nodes.
- Allocate responsibilities to specific sub nodes.
- Assess the feasibility of newer opportunities and explore challenges related to the node

Deployment related:

- Deployment of additional staff/re-allocating existing staff across the sub-nodes

Output Delivery related:

- Implementation of project plans as per the project proposals

Monitoring and MIS related:

- Convene monthly meetings of the node and facilitate meeting processes at the sub node level as a way of sharing learning and documenting the learning for the node and for WASSAN as a whole

- Quality control of processes and outputs/ results
- Feedback to the sub nodes/ teams
- Monitor the progress of plans on a monthly basis and reviews it on a 6 monthly basis
- Identify the need for resources, review them regularly for effectiveness and facilitate the mobilization of resources - financial and human resource – in tune with the objectives of the node

Reporting and Documentation related:

- Prepare reports of programme and on all compliances related to the node under the direction of the COO
- Preparation of sub-node wise performance/ progress/ status reports
- Consolidation of node wise reports

Coordination and Financial Issues related:

- Coordination with district/state level Government line departments for convergence
- Exploring new ideas/projects within the node
- Coordinate with other nodes (respective COOs and ACOOs) in sharing the plans and reviews of the node, negotiate and share resources (human and financial) in achieving Key Result Areas. Facilitate and hold joint meetings to decide on matters related to overall WASSAN planning, monitoring and coordination of all three nodes
- Represent the node as well as WASSAN in all engagements in the nodal leadership role with key external stakeholders vis., Govt. functionaries and Donors.

Key competencies:

S/he must have extensive experience and in-depth understanding on policies, programmes and practices of NRM and RA with extensive experience of managing medium to large teams and multiple programmes and projects in NRM and RA and of working with Government, NGOs and donors. The person must have ability to learn from others, pursue the agenda and be willing to experiment with new processes/ ideas. The person must be proficient in computers with proven skills in presentation, documentation and data analysis. Excellent communication skills in English and Hindi are a must (Comprehension, written and oral). Familiarity with any one of Indian regional language is desirable. Experiences related to providing knowledge based support services is an essential requirement.

Experience: Minimum 10 years of experience in the NRM and RA sector

Qualities desired: Highly energetic, committed and self-motivated and aligned with the values and principles of WASSAN – participation, transparency, equity and accountability

Location: Based in Hyderabad with extensive travel across in all the geographical locations where WASSAN is working

Terms of Reference for Node for HID (Human and Institution Development)

Values governing the HID node

- Values related to professionalism
- Transparency and Coordinated Efforts
- Accountability

- Participation

Guiding principles for the secretariat node

- Ensuring quality and timeliness
- Sharing of information
- Plans, policies and procedures developed and shared with all staff
- Operationalizing policies and procedures with enforcement mechanisms
- Differentiated HR Policy
- Nurturing growth of nodes

Purpose:

- Creating and facilitating an enabling environment for the programmes, projects and people of WASSAN vis., resources, systems, policies and procedures

Key objectives

- To ensure that WASSAN and its nodes are operating at least their minimum levels of efficiency and effectiveness
- Ensuring WASSAN and its nodes as an accountable organization to its stakeholders – internal and external (accountable to self – self directed – and to the organization)
- Improving coordination; communication and transparency in functioning
- Nurturing growth of nodes (improving financial, human resources of the organization)
- To assess and provide space for growth of individuals while nurturing their uniqueness

Stakeholders:

- All staff of WASSAN (of all nodes)
- Partner organizations/ agencies
- Community Based Organizations

Roles and Core Mandate:

- Oversee overall administration of organization- finances; accounts; general administration
- Facilitate the Project Planning, Review, Monitoring and Learning Systems for all nodes / sub nodes of WASSAN
- Develop comprehensive MIS and using it for decision support system (project management; compliances with all (legal; financial; donors; boards)
- Review and Develop HR/ other Policy and systems with enforcement mechanisms integrated and operationalize them
 - Deployment of teams to different projects and initiatives (Recruitments; ToRs; Renewals; etc)
 - Capacity development of staff
 - Developing performance plans and assessment
 - Maintenance and management of assets, etc
 - Setting priorities for actions for intra-team functions
 - Ensure proper information sharing across teams/ projects
 - Support teams in annual plans – program; financial; HR plans

Boundaries:

What will the node do?

- Co-constructing and operationalising policies and protocols, systems within WASSAN
- Protocols for projects, finance and Human Resource will be developed and shared with all

- Boundary management protocols for the three nodes and between the three nodes with external stakeholders to be jointly developed and facilitated
- Forecasting funding trends as part of its Governance support role
- Ensuring effective functioning of teams with respect to internal communications, coordination, planning and decision-making
- Developing and monitoring protocols related to grievance redressal and enforcement viz., punishment for cause and discipline
- Monitoring conflict of Interest related matters
- It will offer project management services and HID capacity building services to other nodes and organizations

What the node will not do?

- Does not mobilize funds for other nodes (facilitate development of strategic plans with a finance / governance / HID / monitoring component)
- Will not perform a day to day support role for other nodes, except mandatory protocols

Standards of efficiency, effectiveness, surplus and its ability to be a surplus centre:

Related to people:

- HR policy and protocols create high standards of work culture and professional accountability
- Proper HR engagement and management - No person will be without a project at any given point of time
- Satisfaction at employee level is ensured at all levels

Related to Product:

- Internal policies and systems are developed collectively and operationalized (including incentives and dis-incentives)

Related to paisa

- High standards of transparency and legal systems are followed
- HID node is able to offer services to WASSAN partners in due course of time, which could generate surplus of resources

Nurturing high ownership and leadership:

- Responsibility Centre/ Strategic Leadership Team (SLT) is to be established, which consists of - 3 Chief Operating Officers of three nodes and 3 Associate Chief Operating Officers. One of the COO would be Executive Secretary, by default. This SLT is largely responsible for management of the programs and governance of the organization.
- Several sub nodes would be created to provide stimulus to various themes. Anchors would be providing leadership to these sub-nodes, which provide opportunity to lead any particular agenda.

Allow people of choice to belong:

Placing protocols on

- Competency mapping of staff - Skill and knowledge mapping; core interest of the team members – “Define Role fitment”
- Recruit (internal / external) people based on role fitment of the node

- Review and change of role(s) of team members at least every 3 years with a transition period of 6 months
- Staff Training and Development protocol
- Equal opportunities employment protocol – valuing diversity
- Differentiated HR policy to support the movement of individuals from one node to another, as per the needs of the organizations and aspirations of individuals.

Value alignment with the DNA of WASSAN

- HID initiatives would focus on Transparency; Accountability; Diversity; Promotion of Democratic function with accountability and performance and equity.

Collaboration as part of possibility:

- Make conscious efforts to develop node specific protocols for coordination and team work.

How will this node help to create Brand new WASSAN?

- Explore the possibilities of offering support services on HID and Financial Management Services to partners

Key innovations and Shifts

- Move towards self sufficiency by developing costing systems for the services of HID node to other nodes of WASSAN

What is internal reporting system? What? When? How? MIS?

HID Node would establish relevant systems for keeping track of the programs and ensuring results. These are the following arrangements.

- Finance Watch
 - Monthly reports on finances – Budget Vs Actual Expenditure to project anchors; summary statement to Secretariat;
 - Monthly Reports on advances (individuals) / receivables
- Administration Watch
 - Annual Stock verification; Annual Audits (Internal/ External);
 - Monthly/ annual report on leaves and anomalies
- Program Watch
 - Monitor the process of sending reports to donors as per the mandatory requirements
 - Check the regularity of monthly/ quarterly meetings of project teams
 - Monthly reports of all projects/ teams/ individuals – whether received these reports or not.
- HR Watch
 - Monthly report ToR verification (for updates and renewals); Recruitments/ Deployment
 - Implementation of Capacity Building plans
 - Induction Plans / Exit Interviews

Coordination with others – Areas that you coordinate with others:

- Sharing of Information: Project / Team wise plans and monthly reports will be shared with other nodes
- Decisions: Project coordinators for deployment, progress and priority related issues
- Sharing Human Resources: Setting priorities within/ in between teams

4 good questions that board should ask you every 6 months

- What is the level of compliance (with legal/ financial/ scheduled meetings) related aspects?
- What is the improvement of KSA of WASSAN staff in last 6 months? (How many persons/ on what issues? What efforts were made?)
- What is the financial health of the organization?

2 big challenges in operating such a node

- (Internal) Commitment and energies of members within secretariat that are required for pushing the agenda/ operationalizing the mandate of secretariat by the Strategic Leadership Team
- Selection of members for secretariat (capacities; time; orientation)
- Dedicated team for HR team. Mobilizing volunteers from team for HR functions
- Innovations/ New to WASSAN: Project Management – MIS for WASSAN needs to be formally developed to support our project management expertise
- Matching roles and designations to reflect functions and performance; provide opportunities for growth
- Explore opportunities for fund mobilization for WASSAN and secretarial/ financial services to NGO partners

2 major advantages of working through this node in helping to make WASSAN a new WASSAN

- Better project management system in place for tracking projects (physical & financial) and their results
- More professionalization of WASSAN's work and agenda in the light of changing scenario
- Standards of performance to be achieved in the lines of ISO standards/ Credibility Alliances

Likely staff composition

- Apex 25% Strategic anchor 25%; operating core 50%
- Regular with specific time period of employment (50%); Coterminal with Project (20%) and consultant (30%)

Terms of Reference – Chief Operating Officer for Node for Human and Institution Development (HID)

Broad Role:

- To set the vision and nurture the growth of the node and its sub nodes
- To provide functional direction to WASSAN on HID related issues, while striving to achieve a niche for the node

Responsibilities/ Functions of Chief Operating Officer include:

Planning Related:

- Develop strategic plans in tune with the vision and objectives of the node and of WASSAN.
- Set Key Result Areas for the node; sub-nodes and individuals in each node/ sub-node and support the process of development of performance plans
- Develop project management protocols for each node of the organization.

Deployment Related

- Facilitate the process of prioritization and deployment norms
- Develop protocols for coordination among the nodes
- Organize joint meetings to decide on matters related to overall WASSAN planning, monitoring and coordination including deployment of all three nodes

Output Delivery Related

- Develop necessary policy and procedural aspects of the organizations in terms of financial management; project management; HR systems
- Ensuring that the above systems are followed and improved over a period of time

Monitoring and MIS

- Ensure statutory obligations of the entire organization
- Ensure legal and statutory systems are followed
- Provide feedback, take necessary actions/ midterm corrections
- Enabling the functional relations among sub nodes
- Bring any critical issues to SLT.
- Conducting annual performance assessments of the achievements of node/ sub nodes as per proposed strategic plans and key result areas, in collaboration with HID node.

Reporting and Documentation related

- Preparing thematic reports/ annual reports for different users (donors/ web/ BoT/ Advocacy)

Coordination and Financial Issues related

- Developing common agenda with other nodes; sharing the plans of respective nodes, negotiating and sharing of resources (human and financial) and in achieving Key Result Areas
- Donor coordination
- Coordination at state/national/ international levels for advocacy, realizing the vision of the node
- Joint meetings to decide on matters related to overall functioning of WASSAN planning, monitoring and coordination of all three nodes
- Represent the node as well as WASSAN in all engagements in the nodal leadership role with key external stakeholders, donors, Govt. functionaries, etc.

Experience: Minimum 7 years of experience in the financial management/ organizational development; human resource and institution development related issues. Exposure to natural resource management (NRM) and rain-fed agriculture (RA) sector is desirable.

Competencies: Reasonable exposure and experience related to Human and Institutional Development and Human Resource Development related practices in the context of the NGO sector is essential. S/he must have the ability to facilitate / moderate group processes with small and large teams and must be able to manage large teams with multiple programmes, projects and roles. S/he must have experience of working in partnership with Government, NGOs and donors. The person must be proficient in computers with proven skills in presentation, documentation and data analysis. Good communication skills in English, Telugu and Hindi are a must. Should have experiences/ skills related to team building exercises; visioning exercises and organization development processes, including drafting relevant policies and practices.

Desired Qualities: Highly energetic, committed and self-motivated and aligned with the values and principles of WASSAN, viz., Participation, transparency, accountability, equity and empowerment

Location: Based in Hyderabad with extensive travel across in all the geographical locations where WASSAN is working.

Terms of Reference for Associate Chief Operating Officer – Node for HID

Broad Roles:

Associate Chief Operating Officer for node of change provides functional leadership to node for HID and takes the responsibility of operationalizing the strategic plans of the organization and plays a critical role in achieving the goals of the organization. Associate Chief Operating Officer functions as operational anchor of the node and supports the COO in realizing the vision of the node and sub nodes.

Responsibilities/ Functions of Associate Chief Operating Officer – Node for HID include:

Planning Related:

- Develop financial plans/ projections of the organization as per the strategic plans of each node
- Develop human resource deployment plan for the organization for achieving the Key Result Areas of each node and sub-nodes
- Develop the protocols and support the process of developing performance plans of each individual in each node/ sub-node
- Develop project management protocols for each node of the organization.

Deployment Related

- Facilitate the process of prioritization and deployment norms
- Ensure that protocols for coordination among the nodes are followed
- Organize joint meetings to decide on matters related to overall WASSAN planning, monitoring and coordination including deployment of all three nodes
- Supervise members of the node who are responsible for finances/ accounts/ administration on day to day basis

Output Delivery Related

- Develop necessary policy and procedural aspects of the organizations in terms of financial management; project management; HR systems
- Ensuring that the above systems are followed and improved over a period of time
- Take up all executive functions related to finances, accounts and statutory requirements

Monitoring and MIS

- Ensure statutory obligations of the entire organization
- Ensure legal and statutory systems are followed
- Bring any critical issues to SLT.
- Conducting annual performance assessments of the achievements of node/ sub nodes as per proposed strategic plans and key result areas, in collaboration with HID node.
- Identify the need for resources, review them regularly for effectiveness and facilitate the mobilization of resources - financial and human resource – in tune with the objectives of the node

Reporting and Documentation related

- Preparing annual reports on financial issues/ statutory requirements of the organization

Coordination and Financial Issues related

- Donor coordination and ensuring statutory obligations are fulfilled.

Experience: Minimum 5 years of experience in the financial management/ organizational development; human resource and institution development related issues. Exposure to natural resource management (NRM) and rain-fed agriculture (RA) sector is desirable.

Competencies: Reasonable exposure and experience related to Human and Institutional Development related practices in the context of the NGO sector is essential. S/he must have the ability to ensure financial management/ accounting systems/ statutory requirements of voluntary organizations. S/he must have experience of working in partnership with Government, NGOs and donors. The person must be proficient in computers with proven skills in presentation, documentation and data analysis. Good communication skills in English, Telugu and Hindi are a must. Should have experiences/ skills related to fund management; project management with a focus on MIS. S/he should have abilities to contribute to the process of organization development; drafting relevant policies and practices.

Key competencies:

S/he must have extensive experience and in-depth understanding on HR, legal/ statutory/ financial aspects of voluntary sector. The person must have ability to work independently and contribute to the team's requirements. The person must be proficient in computers with proven skills in presentation, documentation and data analysis. Excellent communication skills in English and Hindi are a must (Comprehension, written and oral). Familiarly with any one of Indian regional language is desirable.

Qualities desired: Highly energetic, committed and self-motivated and aligned with the values and principles of WASSAN – participation, transparency, equity and accountability

Location: Based in Hyderabad with extensive travel across in all the geographical locations where WASSAN is working

Projects at a Glance (2010-11 & 2011-12)

Year	Title of the Project	Name of the Grant Making Organization	Funds Received during this period
2010-11	Part A:Revitalising Rainfed Agriculture: Crafting Relevant Policies for Rainfed Agriculture	HIVOS	0
2010-11	Part (B) Strengthening CBOs For Enhancing Natural Resource Based Livelihoods for Poor	HIVOS	8070429
2010-11	Understanding disaggregated costs of providing WASH services in rural and peri - urban areas of A.P. & Facilitating Wash Visions Exercises in Sample Villages	Centre for Economic and Social Studies (CESS)	3568000
2010-11	National Level Consultation on Land Rights	Bread for the World (BFTW)	1000000
2010-11	Securing Land, Labour and Livelihood Rights of Dalits, Tribals, and Other Marginalized Communities-Promoting Sustained Civil Society and Community Engagement	Christian-Aid	2972580
2010-11	Developing multi-scale climate change adaptation strategies for farming communities in Cambodia, Laos, Bangladesh and India	Australian Centre for International Agricultural Research australian High Commission	1413100
2010-11	Promoting Livelihood Security of Forest Dwelling Communities through Stakeholder/Sector Collaboration in A.P -Centre for People's Forestry	Centre for People's Forestry , 12-13-489/39,Street No.14. Lane-6, Nagarjunanagar Colony Tarnaka, Secunderabad-500017.AP.india, tel.(D)91 40 27154424,Email:info@cpf.in \web site:www.cpf.in	329066
2010-11	Promoting NRM based Livelihoods through Cluster Livelihoods Resource Centre	AEI, Aide a' l'Enfance de l'Inde 8, bd, Pershing, L-2323, Luxembourg Europe 352-26 201 256 00352-26201256	746256
2010-11	A Consultative meeting on Evolving Coordinated Action on Land Agenda in AP and Exploring collaborating with Jan Satyagraha Yatra 2012	Ekta Foundation Email: ektaparishad@gmail.com	60000
2010-11	Capacity Building of Panchayati Raj Institutions in Himachal Pradesh (PRI)	German Technical Cooperation (GTZ) B – 5/1, Safdurjung Enclave New Delhi – 110 029 (011) 24603832	108400



Year	Title of the Project	Name of the Grant Making Organization	Funds Received during this period
2010-11	Mandal/ District planning and instrument for policy advocacy in agriculture sector in Andhra Pradesh	Xavier Institute of Management,Xavier Square,Bhubaneshwar - 751013,Orissa 91.674 6647777,0674	125064
2010-11	A National consultation by civil society organization on " Regenerating natural resources and rural livelihoods in Rainfed areas of India: Priorities for the 12th five year plan"	Institute of International Education India, Preetika Sachar ,IIE India ,J-19,First Floor, Hauz Khas Enclave New Delhi-110016,India	298804
2010-11	Strengthening backyard Poultry and enhancing its livelihood potential	Foundation for Ecological Security(FES) A-1, Madhuram Park, Near Srinathji Society, Ganesh Crossing, Anand - 388 001 Gujarat, INDIA 02692-261303 (O), 261417 (R)	677685
2010-11	Preparation of Detailed Project reports for Micro watersheds of IWMP - Srikakulam	District Water Management Agency (DWMA) SRIKAKULAM	180000
2010-11	Preparation of Detailed Project reports for Micro watersheds of IWMP- Mahaboobnagar	District Water Management Agency (DWMA) Mahaboobnagar	630000
2010-11	Preparation of Detailed Project reports for Micro watersheds of IWMP- Ananthpur	District Water Management Agency (DWMA) Ananthapur	360000
2010-11	Preparation of Detailed Project reports for Micro watersheds of IWMP- Rangareddy	District Water Management Agency (DWMA) 3RD Floor, Sneha Silverjubilee Building, Ranga Reddy Collectorate Complex, Lakdikapool, Hyderabad 23230380-82	252281
2010-11	Developing Operational Policy Framework for Livelihoods Based Watershed Projects in Jharkhand State	Jharkhand State Livelihood Promotion Society 3 rd Floor, FFP Building, HEC, Dhurwa, Ranchi- 834004 Phone No. 0651-2401782 - 83 0651-2401782 - 83 jslps.ranchi@gmail.com, Website – www.jslps.in	2238416
2010-11	Integrated programme for rehabilitation of watershed for regeneration of watershed resources - Karimnagar and Adilabad of AP	Indo German Watershed Development Programme; Programme Support Unit (PSU) IGWDP-AP Third Floor,10-1-128/4,Masab Tank,Hyd-50028 PH.040-23370229	1848123
2010-11	Comprehensive Study of Impact Assessment of Investments in Watersheds Anantapur and Orissa	NIRD, Rajendra Nagar, Hyderabad	685300
2010-11	Hand holding support for DPR preparation for Tripura state for Batch - II (2010-2011) IWMP Projects - TRIPURA	State Level Nodal Agency, Govt of Tripura, Dept of Agriculture, Near Budda mandir Agartala, Tripura - 799001	657300
2010-11	Policy advocacy & SRI scaling up at National level - SRI WWF	International Crops Research Institutes for the Semi-Arid Tropics, Patancheruvu 502324, Andhra Pradesh, india Tel:+91 40 30713071	408400




Year	Title of the Project	Name of the Grant Making Organization	Funds Received during this period
		email:icrisat@cgjar.org	
2010-11	Promoting Participatory Groundwater Management Principles and Practices in Natural Resource Management Projects	Arghyam, 599,12th Main Road, Hal II Stage Indiranagar,Bangalore-560008, Ph.080-41698941/42 email:info@arghyam.org, web:www.arghyam.org	1100000
2010-11	National Agriculture Innovation Program - Sustainable Rural Livelihoods through enhanced farming systems productivity and efficient support systems in Rainfed areas	CRIDA (ICAR), Santoshnagar, Hyderabad - 500 059 040-24532243,24530161	1960930
2010-11	NRM , Agriculture and Driking water interventional development in Coastal areas of Junagadh district	Aga Khan Rural Support Program (India), 9th-10th floor,corporate house, Opp.Dinesh Hall, Off Ashram Road, Ahmedabad -380009, Gujarat, Tel: 91-79-66312451/6 , Fxa: 1-79-66312471, Email: mail@akrspi.org	144000
2010-11	Resource Support Organization for Watershed Projects under Watershed Development Fund in AP	NABARD, AP Regional Office, 1-1-61, RTC X Roads, Musheerabad, P.B.No.1863, HYD-500020, Tel: 27685555, 27612651	3504200
2010-11	Networking of Livelihoods Resource Centers for Strengthening Rural Livelihoods under Central India Initiative(CInI)	Sir Ratan Tata Trust Bombay House, Homi Mody Street Mumbai-400001, Tel:66658282 , Fax:022-66658013	4300000
2011-12	Part A:Revitalising Rainfed Agriculture: Crafting Relevant Policies for Rainfed Agriculture	HIVOS India Regional Office Flat No:402, Eden Park, No:20, Vittal Mallya Road, Bangalore-560001 India, T+91(0)8022210514/41121002/F+91(0)80-22270367 , E hivos@hivos-india.org / www.hivos.nl	6283850
2011-12	Part (B) Strengthening CBOs For Enhancing Natural Resource Based Livelihoods for Poor	HIVOS India Regional Office Flat No:402, Eden Park, No:20, Vittal Mallya Road, Bangalore-560001 India, T+91(0)8022210514/41121002/F+91(0)80-22270367 , E hivos@hivos-india.org / www.hivos.nl	3249597
2011-12	Understanding disaggregated costs of providing WASH services in rural and peri - urban areas of A.P. & Facilitating Wash Visions Exercises in Sample Villages	Centre for Economic and Social Studies (CESS) ,Nizamia Observatory Campus, Beumpet, Hyderabad-500016 040-23402789/23416780	1500000
2011-12	Securing Land, Labour and Livelihood Rights of Dalits, Tribals, and Other Marginalized Communities-Promoting Sustained Civil Society and Community Engagement	Christian-Aid, S.J.House,D-25D South Extension II,New Delhi-110049 Ph.no:91 11 26268068-70,Fax:91 11 26268071,Email:infoindia@chrisrian-aid.org Head office:PO Box 100, Londin SE1 7RT,UK.	3070891
2011-12	Developing multi-scale climate change adaptation strategies for farming communities in Cambodia, Laos,	Australian Centre for International Agricultural Research australian High Commission 1/50G Shantipath, Chanakyapuri	1830561



Year	Title of the Project	Name of the Grant Making Organization	Funds Received during this period
	Bangladesh and India	New Delhi 110021 91-11-41399925 / 011-51399900 Website: www.aciar.gov.au	
2011-12	Promoting Livelihood Security of Forest Dwelling Communities through Stakeholder/Sector Collaboration in A.P -Centre for People's Forestry	Centre for People's Forestry, 12-13-489/39,Street No.14. Lane-6, Nagarjunanagar Colony Tarnaka, Secunderabad-500017.AP.india, tel.(D)91 40 27154424,Email:info@cpf.in \web site:www.cpf.in	529148
2011-12	Enabling a network of organisations to monitor and facilitate the implementation of conservation linked employment guarantee programme in Andhra Pradesh - NREGs	Ford Foundation, 55 Lodi Estate, New Delhi - 110003, India. www.Fordfoundation.org,T(+91) 11-4710-5300 F(+91) 11-4710-5380	1474000
2011-12	Revalorizing minor millets in rainfed regions of South Asia	Dhan Foundation, Central Office:18, Pillaiyar Koil Street, S.S.Colony,Madurai-625 016.Tamilnadu,india Tel:+91-452-2610794,2610805,Email: dhan@md3.vsnl.net.in, website:www.dhan.org	936833
2011-12	Innovations in Small Ruminant Value Chain in Mahabubnagar District	Inter Cooperation Social Development India , #153/A/4, First Floor, Sappers Lane,Balamrai,Secunderabad-500003, India. Tel:+91 40 27906952/53 Email:info@intercooperation.org.in Web:www.intercooperation.org.in	240000
2011-12	A National consultation by civil society organization on " Regenerating natural resources and rural livelihoods in Rainfed areas of India: Priorities for the 12th five year plan"	APMAS Plot 20, Rao & Raju Colony, Road 2 Banjara Hills, Hyderabad 500 034 Tel: +91-40-2354-7952/27, 23555864 Fax : +91-40-2354-7926 Website : www.apmas.org Email: info@apmas.org	89525
2011-12	Role of Civil Society in Democratizing Science and Technology Issues and Challenges from the Water Sector (SET DEV)	Centre For World Solidarity, H.No.12-13-438, Street No.1, Tarnaka, Secunderabad-500017.AP.India.PH.+91-40-27018257.27016038,email: info@cwsy.org website:www.cwsy.org	191125
2011-12	Implementation of collaborative project with NABARD on SRI.	Office of the Commissioner and Director of Agriculture Fateh Maidan Road (Opp: L.B. Stadium) Hyderabad - 500 001 Tel: 23383520	123375
2011-12	Preparation of Detailed Project reports for Micro watersheds of IWMP-Srikakulam	District Water Management Agency (DWMA) SRIKAKULAM	240000
2011-12	Developing Operational Policy Framework for Livelihoods Based Watershed Projects in Jharkhand State	Jharkhand State Livelihood Promotion Society 3rd Floor, FFP Building, HEC, Dhurwa, Ranchi-834004	1678812

Year	Title of the Project	Name of the Grant Making Organization	Funds Received during this period
		Phone No. 0651-2401782 - 83 0651-2401782 - 83 jslps.ranchi@gmail.com, Website – www.jslps.in	
2011-12	Integrated programme for rehabilitation of watershed for regeneration of watershed resources - Karimnagar and Adilabad of AP	Indo German Watershed Development Programme; Programme Support Unit (PSU) IGWDP-AP Third Floor,10-1-128/4,Masab Tank,Hyd-50028 PH.040-23370229	1764282
2011-12	Comprehensive Study of Impact Assessment of Investments in Watersheds Anantapur and Orissa	NIRD, Rajendra Nagar, Hyderabad	2100000
2011-12	Impact Assessment of Watershed Programs in Uttar Pradesh	NIRD, Rajendra Nagar, Hyderabad	1200000
2011-12	IWMP- Integrated Watershed Management Programme (Andhra Pradesh)	SLNA, For Special Commissioner (Watershed); O/O. Commissioner Rural Development, DWCRA Building, Lower Tank Bund Road, Hyderabad - 27650041, 42, 43	298700
2011-12	Hand holding support for DPR preparation for Tripura state for Batch - II (2010-2011) IWMP Projects - TRIPURA	State Level Nodal Agency, Govt of Tripura, Dept of Agriculture, Near Buddha mandir Agartala, Tripura - 799001	1171908
2011-12	Promoting Participatory Groundwater Management Principles and Practices in Natural Resource Management Projects	Arghyam, 599,12th Main Road, Hal II Stage Indiranagar,Bangalore-560008, Ph.080-41698941/42 email:info@arghyam.org, web:www.arghyam.org	2432401
2011-12	Implementation of the Watershed Management Projects under the IWMP in RR District AP	District Water Management Agency (DWMA) 3RD Floor, Sneha Silverjuble Building, Ranga Reddy Collectorate Complex, Lakdikapool, Hyderabad 23230380-82	2193000
2011-12	National Agriculture Innovation Program - Sustainable Rural Livelihoods through enhanced farming systems productivity and efficient support systems in Rainfed areas	CRIDA (ICAR), Santoshnagar, Hyderabad - 500 059 040-24532243,24530161	1525823
2011-12	Networking of Livelihoods Resource Centers for Strengthening Rural Livelihoods under Central India Initiative(CInI)	Sir Ratan Tata Trust Bombay House, Homi Mody Street Mumbai-400001, Tel:66658282,Fax:022-66658013	1500000

List of Members on WASSAN Board of Trust (BoT)

Prefix	First and middle names (given names)	PAN .Numbers	Board member's occupation(Please include position and name of employer or other primary affiliation)	Country of Residence	Photo	Phone Numbers
Mr.	Malla Reddy.Y.V	AAKPY4300P	Chairperson Ecology and HRD, Accion Fraterna	C/o Accion Fratern, RDT-Ecology Centre, Upparapalle Road, Bangalore Highway Ananthapur-515002 India		9849056555
Mr.	Gagan.Sethi	AAKFG8475B	Trustee-WASSAN Director, Jan vikas	C-105,Royal chinmay, Nr. Simandhar Towers, Off: Judges Bungalows Rd Bodakdev, Vastrapur Ahmedabad-380015 India		09824023209

Prefix	First and middle names (given names)	PAN .Numbers	Board member's occupation(Please include position and name of employer or other primary affiliation)	Country of Residence	Photo	Phone Numbers
Mr.	UdayShankar.C	AAVPC3127B	Trustee-WASSAN Advisor,NRM centre for world solidarity	Plot no.50,17-21/1, Dharma puri colony, Uppal, Hyderabad-500039 India.		9849638920
Dr.	Rukmini Rao.VV	ABMPPR9848L	Trustee-WASSAN President- Gramya,	12-13-440,st.no.1, Tarnaka, Secunderabad-500 017- India		9440860271
Dr.	Kalyani.Menon Sen	APJPS7746F	Trustee-WASSAN	B-114, Shivalik, Malvy nagar, New Delhi-70 India		09910306382

Prefix	First and middle names (given names)	PAN .Numbers	Board member's occupation(Please include position and name of employer or other primary affiliation)	Country of Residence	Photo	Phone Numbers
Mr.	Manohar Prasad.Velamati	AEWPP3593H	Trustee-WASSAN	12, Madhuvan Enclave, Road No. 4, Habsiguda Hyderabad-500 007		9490224847
Mr.	Balaram.Pitta	AKRPB8431B	Trustee-WASSAN, President, Jana Jagruthi	Near Weekly Market, (post) Tanakal Ananthapur Dist (mail) balramjjkdr@rediffmail.com		9440224274

Audit Reports

2010 - 2011

MAHESH, VIRENDER & SRIRAM

Chartered Accountants

6-3-788/36 & 37A, Durganagar Colony, Ameerpet, Hyderabad.

AUDITORS REPORT

We have audited the attached Balance Sheet of **WATERSHED SUPPORT SETRVICES AND ACTIVITIES NETWORK (WASSAN)**, D.No.12-13-452, Street No.1, Tarnaka, Secunderabad – 17 as on 31.03.2011 and annexed and Income & Expenditure Account for the period 01.04.2010 to 31.03.2011. These financial statements are the responsibility of the trust. Our responsibility is to express on opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in India. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our Audit provides a reasonable basis for our opinion.

1. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of the audit.

2. The Balance Sheet and the Income and Expenditure Account dealt with by the report are in agreement with the books of account.



MAHESH, VIRENDER & SRIRAM
Chartered Accountants
6-3-788/36 & 37A, Durganagar Colony, Ameerpet, Hyderabad.

In our opinion and to the best of our information and according to the explanations given to us, the Statements together with the schedules attached thereto and read with the Accounting Policies and notes thereon give :

i. In the case of the Balance Sheet of the state of Affairs as at 31st March, 2011.

and

ii. In case of the Income and Expenditure Account, the Excess of Income over Expenditure for the year ended on that date.

for MAHESH, VIRENDER & SRIRAM
Chartered Accountants

(B.R.MAHESH)
Partner



Place:Hyderabad
Date :10.06.2011.

Watershed Support Services And Activities Network (WASSAN)
Door No. 12-13-452, Street No. 1 Tamaka, Secunderabad-17 Andhra Pradesh

CONSOLIDATED RECEIPTS & PAYMENTS ACCOUNT FOR THE YEAR 01.04.2010 TO 31.03.2011

(in Rupees)

Receipts		Amount	Amount	Payments		Amount	Amount
To Opening Balances				By Trainings:			
Cash in Hand		80,495		NABARD- Hyderabad for Trainings			4,760
Cash at State Bank of India - A/c 76663		106,895		By Support Services:			
Cash at Corporation Bank - A/c 347		623,260		AEI- Luxembourg Exp - Annex - 1	1,051,163		
Cash at SBH- Parigi		947,791		HIVOS- (Part B) Netherlands - Annex - 2	5,138,496		
Cash at SBH- A/c 62041107310		402,967		NABARD- Hyderabad - Annex - 3	2,206,583		
Cash at Corporation Bank - A/c 4410		215,641	2,377,049	CMP IGWDP- Hyderabad - Annex - 4	1,678,151		
To Support Services:				DWMA	804,570		
AEI- Luxembourg		746,256		DWMA-IWMP Sriakulam	100,798		
HIVOS- Netherlands		8,070,429		DWMA-IWMP Mahaboobnagar	16,111		
NABARD- Hyderabad		3,504,200		DWMA-IWMP Ananthapur	29,407		
CMP IGWDP- Hyderabad		1,848,123		SLNA Tripura - Annex - 5	157,872		
DWMA-IWMP Sriakulam		180,000		Depart of Fisheries -Govt. AP	20,202		
DWMA-IWMP Mahaboobnagar		630,000		JSLPS, Ranchi, Jharkhand - Annex - 6	1,200,687		
DWMA-IWMP Ananthapur		360,000		IWMP - Bomraspet	227,112		
DWMA-IWMP - Ranga Reddy Dist		252,281		IWMP- Ranga Reddy district - Annex - 7	450,007		13,081,359
JSLPS, Ranchi, Jharkhand		2,238,416		By Research & Policy Advocacy:			
SLNA- Tripura		657,300		IRC-CESS(2011) - Annex - 8	439,148		
IMWP-R.R. Dist		2,500	18,489,505	IRC-CESS(2010) - Annex - 9	1,799,731		
To Research & Policy Advocacy:				Ford Foundation-NewYork	470,585		
IRC-CESS (2010)Hyderabad		2,500,000		ACIAR, Australia - Annex - 10	1,223,910		
IRC-CESS-Hyderabad		1,068,000		IDRC-Dhan Foundation-Madurai - Annex - 11	29,475		
ACIAR, Australia		1,413,100		IRC-CESS Hyderabad	60,182		
Bread for the World, Germany		1,000,000		Bread for the World, Germany - Annex - 12	718,195		
Aga Khan Foundation (India)		144,000		NIRD, Hyderabad - Annex - 13	334,585		
ICRISAT, Hyderabad		158,400		NIRD, Hyderabad	9,922		
NIRD - UP Study		685,300		ICRISAT, Hyderabad - Annexure - 14	516,017		
PIU/NAIP(ICAR), New Delhi		2,001,473	8,970,273	PIU/NAIP(ICAR), New Delhi - Annex - 15	2,235,547		7,837,297
To Network:				By Network:			
Christian Aid (2011), UK		2,972,580		Christian Aid(2010), London - Annex - 16	2,744,805		
GTZ-Dehradun		108,400		HIVOS- (Part A) Netherlands - Annex - 17	6,224,782		
Centre for Peoples Forestry, Sec Bad		329,066		Ford Foundation(NREGS),NewYork-Annex - 18	3,052,624		
XIMB-Bhubaneswar		125,064		Centre for Peoples Forestry, S bad - Annex - 19	497,468		
CXFAM - Ektha Foundation,		60,000		Ektha Foundation - Annex - 20	60,270		
FF - Institute of International Education		298,804		GTZ Dehradun	39,130		
FF - Foundation for Ecological Security		677,685		Centre for World Solidarity Sec'bad - Annex - 21	62,696		
SRTT/CINI, Mumbai		4,300,000		FF - Foundation for Ecological Security - Annex 22	364,966		
Arghyam, Bengaluru		1,100,000	9,971,599	SRTT/CINI, Mumbai - Annex 23	2,795,045		15,841,786
C/f			39,808,426	C/f			36,765,202



CONSOLIDATED RECEIPTS & PAYMENTS ACCOUNT FOR THE YEAR 01.04.2010 TO 31.03.2011

(in Rupees)

Receipts		Amount	Amount	Payments		Amount	Amount
Cr				Dr			
To Resource Centre: ICRISAT			39,808,426	By Resource Centre: ICRISAT- Hyderabad - Annex 24			36,765,202
General & Administration Receipts			250,000				521,947
Parigi/CLRC Fund			743,625	By General & Administration: General & Admin Expenses - FC Annex 25	1,224,670		
To Bank Interest Received on SB A/C on FDRs		130,877	1,820,543	General & Admin Expenses - LC Annex -26	2,068,853		3,293,523
		1,689,686		By Fixed Deposits Taken			
To Fixed Deposits Released				Local -347	2,505,000		
Foreign Contribution-10243576663		22089945		Foreign-10243576663	16,543,009		
Local Contribution-347		2360131		SRTT-4410	1,750,000		
Local Contribution- 4410		0		SBH-62041107310	-		
SBH-62041107310		-	24,450,076	Corporation Bank -7166	1,090,000		21,888,009
To Telephone Deposit Refund			1,519	Deposits & Advances:			
				Deposits Other	5,500		
				Deposits Other	12,000		
				Deposits at JSLPS	250,000		267,500
				By TDS 2010-11			
				FC	117,640		
				LC	421,132		538,772
				By Closing Balances			
				Cash in Hand	61,928		
				Cash at State Bank of India- A/c10243576663	862,934		
				Cash at Corporation Bank - A/c 347	1,647,840		
				Cash at SBH- Parigi	981,424		
				Cash at SBH- A/c 62041107310	205,800		
				Cash at Corporation Bank - A/c 4410	26,810		
				Cash at SBH- 62174622772	2,500		
				Cash at Corporation Bank - A/c 7166	10,000		
				Cash at SBH- Parigi clrc fund	154,017		3,953,253
			67,228,206				67,228,206

Vide our report of even date
for Mahesh Virender & Sricam
Chartered Accountants

for Watershed Support Services and Activities Network

(B.R.Mahesh)
Partner
Place: Hyderabad
Date : 10.06.2011



(M. V. Ramachandrudu)
Executive Secretary

(Y.V.Malla Reddy)
Chairperson

WASSAN				
ANNEXURES FOR CONSOLIDATED RECEIPTS & PAYMENTS ACCOUNT FOR THE PERIOD				
01.04.2010 to 31.3.2011				
Particulars	Annex	Amount-Rs	Amount-Rs	
TRAINING COSTS				
NABARD, Hyderabad				
Training Costs				4,760
Support Services:				
AEI - (Promoting NRM Based Livelihoods Through Cluster Livelihood Resource Centre)				
Strengthening capacity building services in parigi clrc- supplementary cost for parigi CLRC management	1		33,739	
Enhancement of NRM based Livelihoods of semi Tribal community in the purview of parigi CLRC- Field level facilitation costs			17,682	
Establishing Demonstration /learning sites at parigi CLRC campus- different types of soil and water conservation measures			23,880	
Travel Cost			89,941	
Personal costs including program manager, officers, & Associates			646,129	
Resource Material & Publications			20,250	
Stationery capacity building services in parigi clrc suppliemntary cost for parigi CLRC management			115,909	
Institutional overheads			103,633	
Sub Total				1,051,163
Hivos-Part (B)Revitalising Rainfed Agriculture: Crafting Relevant Policies for Rainfed Agriculture				
Communication material development	2		43,100	
Consumables			135,180	
Field Programs & Partnerships(Ngos,MMS, Cooperatives)			1,902,128	
Field Support Persons			288,647	
Overheads			563,922	
Program Coordinators (Field Experineces)			642,692	
Secretarial Support			172,817	
Senior Staff/Themetic anchors			911,918	
Travel cost			478,092	
Sub Total				5,138,496
For Support Services - Annexure - 2				
NABARD, Hyderabad for Support Services				
CBP & Watershed appraisals expenses	3		44,828	
Non Recurring expenses			28,330	
Overheads including Phone,general expenses			99,636	
Project management cost			307,513	
Salaries			1,471,093	
Travel expenses			255,183	
Sub Total				2,206,583
CMP- IGWDP				
Travel/com/trainings/salaries/Administrative overheads	4		1,678,151	
Sub Total				1,678,151
DWMA				
Programme Expenses			804570	
Sub Total				804570
DWMA-Ananthapur				
Programme Expenses			29407	
Sub Total				29407
DWMA- Mahaboob Nagar				
Programme Expenses			16111	
Sub Total				16111
DWMA- Srikakulam				
Programme Expenses			100798	
Sub Total				100798
SLNA - Tripura				
Overheads	5		538	
Travel expenses			157,334	
Sub Total				157,872



WASSAN			
ANNEXURES FOR CONSOLIDATED RECEIPTS & PAYMENTS ACCOUNT FOR THE PERIOD			
01.04.2010 to 31.3.2011			
Particulars	Annex	Amount-Rs	Amount-Rs
Enhancing Fish Production in Small Water Bodies of Rainfed Areas(Government of AP-Fisharies Department)			
Programme Expenses(inclu travel and fees)		20,202	
Sub Total			20,202
Developing Operational Policy Frame work for Livelihoods Based Watershed Projects in Jharkhan State(JSLPS)	6		
Non Recurring Expenses		41,595	
Overheads		49,874	
Programme Expenses		-	
Salaries		379,801	
		-	
Travel Expenses		729,617	
Sub Total			1,200,887
IWMP-Bomraspet			
Administraion cost		227,112	
Sub Total			227,112
IWMP- Ranga Reddy	7		
Administraion cost		230,745	
DPR preparation expenses		79,000	
I & Capacity Building cost		140,262	
Sub Total			450,007
Total Of Support Services			13,081,359
Research & Policy Advocach:			
WASH COST -2011 (Understanding dissaggregated costs of providing WASH services in rural and peri - urban areas of A.P.)	8		
Communication cost		14,777	
Designated Staff		160,368	
Overheads		43,323	
Support staff		20,000	
Program Staff		180,116	
Travel project area		20,564	
Sub Total			439,148
WASH COST - 2010 (Understanding dissaggregated costs of providing WASH services in rural and peri - urban areas of A.P.)	9		
Communication cost		40,536	
Designated Staff		421,866	
DSA		56,460	
Office & IT Equipment		46,600	
Office Rent		85,500	
Over Heads		65,742	
Program staff		823,073	
Support Staff		150,211	
Travel to Project Area		89,761	
Travel Cost		19,982	
Sub Total			1,799,731
FORD FOUNDATION - (On-farm demonstrations and work with policy makers to conceptualize and implement a policy framework relevant to rainfed agriculture)			
Parigi Training center Development Cost		470,585	
Sub Total			470,585



WASSAN			
ANNEXURES FOR CONSOLIDATED RECEIPTS & PAYMENTS ACCOUNT FOR THE PERIOD			
01.04.2010 to 31.3.2011			
Particulars	Annex	Amount-Rs	Amount-Rs
ACIAR(Developing multi-scale climate change adaptation strategies for farming communities in Cambodia,laos, Bangladesh and India)	10		
Travel Expenses		123,128	
Infrastructure Cost		-	
Overheads		64,568	
Personnel cost		445,292	
S & S Contracted Expenditure		590,922	
Sub Total			1,223,910
Dhan Foundation(Revalorizing minor millets in rainfed regions of south Asia)	11		
Programme Fee		25,000	
Travel Expenses		4,475	
Sub Total			29,475
CESS(Facilitating Wash Visions Exercices in Sample Villages)			
Programme Expenses		60,182	
Sub Total			60,182
Bread for th world(BftW) National Level Consultation on Land Rights	12		
Anchoring costs(invitations, facilitating some micro studies,regional consultations,preparing material for the consultations,compiling the papers from the participants,facilitating the consultations event,finalizing the document etc.,)		78,998	
Cordination and Secretarial work for the preparatory work		32,500	
Event Expenses(Meeting hall,food and accommodation expenses)		142,509	
Material/stationery/for the participants		24,550	
Recording and documentation of the proceedings		20,000	
Travel to participants		312,658	
Post event Expenses		2,297	
Expenses for review meetings and Functioning of organizing committee		27,761	
Stationery,Printing,Xerox,Communication etc,		28,920	
Support for selective micro studies on 3-4 themes(Dalit land rights issues in agency areas,Large scale displacement,changing Land adminstraionetc) theses studies involve pooling up secondary literature,compling facts and figures and notes, taking up quick field level studies etc		19,325	
Travel cost		28,677	
Sub Total			718,195
Comprehensive Study of Impacts of Investment on watershed Project NIRD Study(A.P & Orissa)	13		
Baseline survey		50,000	
Overheads		20,577	
salaries		210,469	
Training		24234	
Travel expenses		29,305	
Sub Total			334,585
Impact Assessment of Watershed Development Projects NIRD Study(Uttar Pradesh)			
Programme Expenses		9,922	
Sub Total			9,922



WASSAN			
ANNEXURES FOR CONSOLIDATED RECEIPTS & PAYMENTS ACCOUNT FOR THE PERIOD			
01.04.2010 to 31.3.2011			
Particulars	Annex	Amount-Rs	Amount-Rs
ICRISAT(Policy Advocay & SRI Scalling up at National Level)	14		
Communication Secretarial cost		48097	
Overheads		71653	
Professional Time		241,707	
Salaries		67,169	
Travel expenses		87,391	
Sub Total			516,017
PIU/NAIP(ICAR),New Delhi	15		2,235,547
Total of Research and Policy Advocacy			7,837,297
CHRISTIAN AID - (Securing land, labour and livelihood rights of dalits,tribals, and other marginalized Communities-Promoting sustained Civil Society and Community engagement	16		
Capacity building of community activists,mandal,district & regional team leaders of the partner organizations and project areas and other activists		95,619	
Provisional amount for each distraict team for building community collectives and conducting events and campaigns.		1,352,479	
Human Resoource for Partners		216,000	
Human Resource for WASSAN		328,951	
Coordination costs of the Project team members of all partners		356,202	
Research,documentation production of education/ campaign material &printing costs		91,237	
Interaction and Reflection meetings,review & sharing meetings of activists		150,312	
State Level Event and Campaigns		60,347	
Wassan Institutional Costs		93,658	
Sub Total			2,744,805
Hivos-Part (A) Strengthening CBO's Enhance Natural Resource Based Livelihood of Poor	17		
Network Coordination		1,186,814	
Network Meetings		282,596	
Overheads		1,041,362	
Pilots & Research(Ap WASSAN)		2,360,972	
Regenerating Natural Resource Rural livelihoods		210,587	
Studies on Millets		62,637	
Thematic workshop- Soil		137,073	
Thematic workshop- Evolving seed systems for Rainfed Agriculture		211,013	
Thematic workshop- consultative RRA in Karnaka		97,820	
Thematic workshop- Data Analysisisi		131,736	
Thematic workshop- Initiating comprehensive pilots under RRA		130,346	
Thematic workshop- millets		225,660	
Thematic workshop- Workshop on Ground water experience		146,166	
Documentation			
Sub Total			6,224,782
FORD FOUNDATION - (Enabling a network of organizations to monitor and facilitate the implementation of conservation- linked employment guarantee programme in Andhra Pradesh	18		
Office costs		199,092	
Program costs		1,450,138	
Salaries & consultancies		1,212,360	
Travel costs		191,034	
Sub Total			3,052,624
Centre for people's Forestry(Promoting livelihood security of Forest Dependent & Dwelling Communities through stakeholder/sector collaboration in A.P)	19		
Administrative cost		16,749	
Salaries		413,159	
Travel expenses		67,560	
Sub Total			497,468



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WASSAN				
ANNEXURES FOR CONSOLIDATED RECEIPTS & PAYMENTS ACCOUNT FOR THE PERIOD				
01.04.2010 to 31.3.2011				
Particulars	Annex	Amount-Rs	Amount-Rs	
Ektha Foundation	20			
Meeting expenses		60,270		
Sub Total				60,270
GTZ-Dehradun				
Exposure visit in watersheds in A.P(Travel, food,accomidation)		39,130		
				39,130
Center for World Solidarity	21			
Consultancy fee		50,000		
Travel expenses		12,696		
Sub Total				62,696
Foundation for Ecological Security (Strengthening backyard Poultry and enchaning its livelihood potential)	22			
Developing modules,base line survey format & communication material - includes fee & travel for 2 resource persons.		13078		
consultancy charges for Thematic coordinator - BYP for 45 days as per tasks spread over one year		83,840		
Launcing cum training workshop		16805		
Mid term review meeting		95862		
Monitoring visits		69524		
Project overhead costs		11413		
Programme costs for 2 sites		74444		
Sub Total				364966
SRTT / CINI, Mumbai	23			2,795,045.00
Total Of Network				15,841,786.00
Total Resource Centre Costs				
ICRISAT- Developing Films on SRI	24			
Facilitation cost		212,149		
Film Shooting Expenses		251,327		
Overheads		28,958		
Travel expenses		29,513		
Sub Total				521,947
General & Administration Expenditure	25			
ANM Expenses		-		
Capacity Building Programme Expenses		54,093		
General & Administration Expenditure		227,731		
Travel expenses		18,189		
Non Recurring Cost		632,965		
Salaries		291,692		
Vehicle Maintenance		-		
Sub Total				1,224,670
General & Administration Expenses	26			
Non recurring expenses(cabin expenses)		-		
Cabin expenses		26,653		
Claims- CAPART		3,641		
Claims- IDRC workshop		1,800		
Claims- ACWADAM		31,150		
Claims-Fee		16,190		
Claims- Ground water training expenses		14,184		
Claims- MORD		49,564		
Claims-NRAA		10,759		
Claim- Oxfam		9,356		
Claim- Pholiphines		1,198		
Claim-Udaipur		17,767		
Salaries & Consultanties		159,570		
General & Administration Expenses		178,555		
Travel expenses		70888		
Land development expenses		967,653		
Non recurring expenses		18700		
Salaries		487,565		
Vehicle Tax		3,660		
Sub Total				2,068,853
Total of General and Administration Expenses				3,293,523.00



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Watershed Support Services And Activities Network (WASSAN)
Door No. 12-13-452, Street No. 1 Tarnaka, Secunderabad-17 Andhra Pradesh

Consolidated Income & Expenditure Account For The Year 01.04.2010 TO 31.03.2011

EXPENDITURE		Amount	Amount	INCOME		Amount	Amount
To	Trainings:			By	Support Services:		
	NABARD- Hyderabad for Trainings		4,760		AEI- Luxembourg	746,256	
To	Support Services:				HIVOS- Netherlands	8,070,429	
	AEI- Luxembourg Exp - Annex - 1	1,026,908			NABARD- Hyderabad	3,504,200	
	HIVOS- (Part B) Netherlands - Annex - 2	5,047,396			CMP IGWDP- Hyderabad	1,848,123	
	NABARD- Hyderabad - Annex - 3	2,178,253			DWMA-IWMP Srikakulam	180,000	
	CMP IGWDP- Hyderabad - Annex - 4	1,678,151			DWMA-IWMP Mahaboobnagar	630,000	
	DWMA	804,570			DWMA-IWMP Ananthapur	360,000	
	DWMA-IWMP Srikakulam	100,798			DWMA-IWMP - Ranga Reddy Dist	252,281	
	DWMA-IWMP Mahaboobnagar	16,111			JSLPS, Ranchi, Jharkhand	2,238,416	
	DWMA-IWMP Ananthapur	29,407			SLNA- Tripura	657,300	
	SLNA Tripura, Annex - 5	157,872			IMWP-R.R. Dist	2,500	18,489,505
	Depart of Fisheries -Govt. AP	20,202		By	Research & Policy Advocacy:		
	JSLPS, Ranchi, Jharkhand - Annex - 6	1,159,292			CESS (2010)Hyderabad	2,500,000	
	IWMP - Bomraspet	179,012			CESS-Hyderabad	1,068,000	
	IWMP- Ranga Reddy district - Annex - 7	405,507	12,803,479		ACIAR, Australia	1,413,100	
To	Research & Policy Advocacy:				Bread for the World, Germany	1,000,000	
	IRC-CESS(2010) - Annex - 8	1,753,131			Aga Khan Foundation(India)	144,000	
	IRC-CESS(2011) - Annex - 9	439,148			ICRISAT, Hyderabad	158,400	
	ACIAR- Australia - Annex - 10	1,223,910			NIRD - UP Study	685,300	
	Bread for the World, Germany - Annex - 11	761,845			PIU/NAIP(ICAR),New Delhi	2,001,473	8,970,273
	IDRC-Dhan Foundation-Madurai, Annex - 12	29,475		By	Network:		
	IRC-CESS-Hyderabad	60,182			Christian Aid (2011), London	-	
	Ford Foundation-NewYork	470,585			GTZ-Dehradun	108,400	
	NIRD- Hyderabad - Annex - 13	334,585			Centre for Peoples Forestry, Sec Bad	329,066	
	NIRD-Hyderabad	9,922			XIMB-Bhubaneswar	125,064	
	ICRISAT-Hyderabad	498,427			OXFAM - Ektha Foundation	60,000	
	PIU/NAIP(ICAR),New Delhi - Annex - 14	2,235,547	7,816,757		FF - Institute of International Education	298,804	
					FF - Foundation for Ecological Security	677,685	
To	Network:				Transfer from Balance sheet	10,649,987	
	Christian Aid(2010), London - Annex - 15	2,694,805			SRTT/CINI, Mumbai	4,300,000	
	HIVOS- (Part A) Netherlands - Annex - 16	6,224,782			Arghyam, Bengaluru	-	16,549,006
	Ford Foundation(NREGS),Newyork-Annex - 17	3,052,624		By	Resource Centre:		
	Centre for Peoples Forestry, S.bad - Annex - 18	497,468			ICRISAT, Hyderabad		250,000
	Ektha Foundation - Annex - 19	60,270			General & Administration Receipts (Local)		852,642
	GTZ Dehradun	39,130					
	Centre for World Solidarity, Sec'bad - Annex - 20	62,696					
	FF - Foundation for Ecological Security - Annex - 21	364,966					
	SRTT/CINI, Mumbai - Annex - 22	2,795,045	15,791,786				



Consolidated Income & Expenditure Account For The Year 01.04.2010 TO 31.03.2011

EXPENDITURE		Amount	Amount	INCOME		Amount	Amount
To	Resource Centre: ICRISAT, Hyderabad - Annex - 23		521,947	By	Bank Interest Received on SB A/C on FDRs	130,877 1,689,666	1,820,543
To	General & Administration: General & Admin Expenses - FC Annex - 24 General & Admin Expenses - LC Annex - 25	591,704 1,098,780	1,690,484				
To	Depreciation - Annex - 26		567,698				
To	Excess of Income over Expenditure		7,735,058				
			46,931,969				46,931,969

Vide our report of even date
for Mahesh Virender & Sriram
Chartered Accountants

(B.R.Mahesh)
Partner
Place: Hyderabad
Date : 10.06.2011



for Watershed Support Services and Activities Network

(Signature)
(M. V. Ramachandrudu)
Executive Secretary



(Signature)
(Y.V.Malla Reddy)
Chairperson

ANNEXURES FOR CONSOLIDATED INCOME & EXPENDITURE ACCOUNT FOR THE PERIOD				
01.04.2010 to 31.3.2011				
Particulars	Annex	Amount-Rs	Amount-Rs	
TRAINING COSTS				
NABARD, Hyderabad				
Training Costs				4,760
Support Services:				
AEI - (Promoting NRM Based Livelihoods Through Cluster Livelihood Resource Centre)	1			
Establishing Demonstration /learning sites at parigi CLRC campus-different types of soil and water conservation measures		23,880		
Institutional overheads		101,678		
Enhancement of NRM based Livelihoods of semi Tribal community in the purview of parigi CLRC- Field level facilitation costs		17,682		
Personal costs including program manager, officers, & Associates		646,129		
Resource material and publications		20,250		
Stationery Field Travel & Communications		100,009		
Strengthening capacity building services in parigi clrc- supplementary cost for parigi CLRC management		27,339		
Travel Costs		89,941		
Sub Total				1,026,908
Hivos-Part (B)Revitalising Rainfed Agriculture: Crafting Relevant Policies for Rainfed Agriculture	2			
Communication material development		43,100		
Consumables		45,580		
Field Programs & Partnerships(Ngos,MMS, Cooperatives)		1,900,628		
Field Support Persons		288,647		
Overheads		563,922		
Program Coordinators (Field Experineces)		642,692		
Secretarial Support		172,817		
Senior Staff/Themetic anchors		911,918		
Travel cost		478,092		
Sub Total				5,047,396
For Support Services - Annexure - 2				
NABARD, Hyderabad for Support Services	3			
CBP & Watershed appraisals expenses		44,828		
Non Recurring expenses		-		
Overheads including Phone,general expenses		99,636		
Project management cost		307,513		
Salaries		1,471,093		
Travel expenses		255,183		
Sub Total				2,178,253
CMP- IGWDP	4			
Travel/com/trainings/salaries/Administrative overheads		1,678,151		
Sub Total				1,678,151
DWMA				
Programme Expenses		804570		
Sub Total				804570
DWMA-Ananthapur				
Programme Expenses		29407		
Sub Total				29407
DWMA- Mahaboob Nagar				
Programme Expenses		16111		
Sub Total				16111
DWMA- Srikakulam				
Programme Expenses		100798		
Sub Total				100798
SLNA - Tripura	5			
Overheads		538		
Travel expenses		157,334		
Sub Total				157,872
Enhancing Fish Production in Small Water Bodies of Rainfed Areas(Government of AP-Fisharies Department)				
Programme Expenses(inclu traveal and fees)		20,202		
Sub Total				20,202
Developing Operational Policy Frame work for Livelihoods Based Watershed Projects in Jharkhan State(JSLPS)	6			
Non Recurring Expenses		-		
Overheads		49,874		
Programme Expenses		193,674		
Salaries		379,801		
Training expenses		138,314		
Travel Expenses		397,629		
Sub Total				1,159,292
IWMP-Bomraspet				
Administraion cost		179,012		
Sub Total				179,012



ANNEXURES FOR CONSOLIDATED INCOME & EXPENDITURE ACCOUNT FOR THE PERIOD			
01.04.2010 to 31.3.2011			
Particulars	Annex	Amount-Rs	Amount-Rs
IWMP- Ranga Reddy	7		
Administraion cost		186,245	
DPR preparation expenses		79,000	
I & Capacity Building cost		140,262	
Sub Total			405,507
Total Of Support Services			12,803,479
Research & Policy Advocach:			
WASH COST -2011 (Understanding dissaggregated costs of providing WASH services in rural and peri - urban areas of A.P.)	8		
Communication cost		14,777	
Designated Staff		160,368	
Overheads		43,323	
Support staff		20,000	
Program Staff		180,116	
Travel project area		20,564	
Sub Total			439,148
WASH COST - 2010 (Understanding dissaggregated costs of providing WASH services in rural and peri - urban areas of A.P.)	9		
Communication cost		40,536	
Designated Staff		421,866	
DSA		56,460	
Office & IT Equipment		-	
Office Rent		85,500	
Over Heads		65,742	
Program staff		823,073	
Support Staff		150,211	
Travel to Project Area		89,761	
Travel Cost		19,982	
Sub Total			1,753,131
FORD FOUNDATION - (On-farm demonstrations and work with policy makers to conceptualize and implement a policy framework relevant to rainfed agriculture)			
Parigi Training center Development Cost		470,585	
Sub Total			470,585
ACIAR(Developing multi-scale climate change adaptation strategies for farming communities in Cambodia,laos, Bangladesh and India)	10		
Travel Expenses		123,128	
Infrastructure Cost		-	
Overheads		64,568	
Personnel cost		445,292	
S & S Contracted Expenditure		590,922	
Sub Total			1,223,910
Dhan Foundation(Revalorizing minor millets in rainfed regions of sourth Asia)	11		
Programme Fee		25,000	
Travel Expenses		4,475	
Sub Total			29,475
CESS(Facilitating Wash Visions Exercises in Sample Villages)			
Programme Expenses		60,182	
Sub Total			60,182



ANNEXURES FOR CONSOLIDATED INCOME & EXPENDITURE ACCOUNT FOR THE PERIOD			
01.04.2010 to 31.3.2011			
Particulars	Annex	Amount-Rs	Amount-Rs
Bread for th world(BfW) National Level Consultation on Land Rights	12		
Anchoring costs(invitations, facilitating some micro studies,regional consultations,preparing material for the consultations,compiling the papers from the participants,facilitating the consultations event,finalizing the document etc.)		128,998	
Cordination and Secretarial work for the preparatory work		32,500	
Event Expenses(Meeting hall,food and accommodation expenses)		142,509	
Material/stationery/for the participants		18,200	
Recording and documentation of the proceedings		20,000	
Travel to participants		312,658	
Post event Expenses		2,297	
Expenses for review meetings and Functioning of organizing committee		27,761	
Stationery Printing,Xerox,Communication etc.		28,920	
Support for selective micro studies on 3-4 themes(Dalit land rights issues in agency areas,Large scale displacement,changing Land administraionetc) these studies involve pooling up secondary literature,compling facts and figures and notes, taking up quick field level studies etc		19,325	
Travel cost		28,677	
Sub Total			761,845
Comprehensive Study of Impacts of Investment on watershed Project NIRD Study(A.P & Orissa)	13		
Baseline survey		50,000	
Overheads		20,577	
salaries		210,469	
Training		24234	
Travel expenses		29,305	
Sub Total			334,585
Impact Assessment of Watershed Development Projects NIRD Study(Uttar Pradesh)			
Programme Expenses		9,922	
Sub Total			9,922
ICRISAT(Policy Advocay & SRI Scalling up at National Level)			
Communication Secretarial cost		48,097	
Overheads		54,063	
Professional Time		241,707	
Salaries		67,169	
Travel expenses		87,391	
Sub Total			498,427
PIU/NAIP(ICAR), New Delhi	14		
Total of Research and Policy Advocacy			7,816,757



ANNEXURES FOR CONSOLIDATED INCOME & EXPENDITURE ACCOUNT FOR THE PERIOD			
01.04.2010 to 31.3.2011			
Particulars	Annex	Amount-Rs	Amount-Rs
CHRISTIAN AID - (Securing land, labour and livelihood rights of dalits,tribals, and other marginalized Communities-Promoting sustained Civil Society and Community engagement	15		
Capacity building of community activists,mandal,district & regional team leaders of the partner organizations and project areas and other activists		95,619	
Provisional amount for each district team for building community collectives and conducting events and campaigns.		1,352,479	
Human Resoource for Partners		216,000	
Human Resoource for WASSAN		278,951	
Coordination costs of the Project team members of all partners		356,202	
Research,documentation production of education/ campaign material &printing costs		91,237	
Interaction and Reflection meetings,review & sharing meetings of activists		150,312	
State Level Event and Campaigns		60,347	
Wassan Institutional Costs		93,658	
Sub Total			2,694,805
Hivos-Part (A) Strengthening CBO's Enhance Natural Resource Based Livelihood of Poor	16		
Network Coordination		1,186,814	
Network Meetings		282,596	
Overheads		1,041,362	
Pilots & Research(Ap WASSAN)		2,360,972	
Regenerating Natural Resource Rural livelihoods		210,587	
Studies on Millets		62,637	
Thematic workshop- Soil		137,073	
Thematic workshop- Evolving seed systems for Rainfed Agriculture		211,013	
Thematic workshop- consultative RRA in Karnaka		97,820	
Thematic workshop- Data Analasysisi		131,736	
Thematic workshop- Initiating comprehensive pilots under RRA		130,346	
Thematic workshop- millets		225,660	
Thematic workshop- Workshop on Ground water experience		146,166	
Documentation			
Sub Total			6,224,782
FORD FOUNDATION - (Enabling a network of organizations to monitor and facilitate the implementation of conservation- linked employment guarantee programme in Andhra Pradesh	17		
Office costs		199,092	
Program costs		1,450,138	
Salaries & consultancies		1,212,360	
Travel costs		191,034	
Sub Total			3,052,624
Centre for people's Forestry(Promoting livelihood security of Forest Dependent & Dwelling Communities through stakeholder/sector collaboration in A.P)	18		
Administrative cost		16,749	
Salaries		413,159	
Travel expenses		67,560	
Sub Total			497,468
Ektha Foundation	19		
Meeing expenses		60,270	
Sub Total			60,270
GTZ-Dehradun			
Exposure visit in watersheds in A.P(Travel, food,accomidation)		39,130	
			39,130
Center for World Solidarity	20		
Consultancy fee		50,000	
Travel expenses		12,696	
Sub Total			62,696
Foundation for Ecological Security (Strengthening backyard Poultry and enchaning its livelihood potential)	21		
Developing modules,base line survey format & communication material - includes fee & travel for 2 resource persons.		13078	
consultancy charges for Thematic coordinator - BYP for 45 days as per tasks spread over one year		83,840	
Launcing cum training workshop		16805	
Mid term review meeting		95862	
Monitoring visits		69524	
Project overhead costs		11413	
Programme costs for 2 sites		74444	
Sub Total			364966
SRTT / CINI, Mumbai	22		
			2,795,045.00
Total Of Network			15,791,786.00



Watershed Support Services and Activities Network
 Door no. 12-13-452, Street no.1, Tarnaka, Secunderabad - 17 Andhra Pradesh

CONSOLIDATED BALANCE SHEET AS ON 31-03-2011			
SOURCES OF FUNDS	Sch No	2009-10 Rs.	2008-09 Rs.
CORPUS FUND	1	5,008	5,008
GENERAL RESERVE	2	27,303,577	19,568,519
DEVELOPMENT RESERVE		4,183,807	4,183,807
GRANT IN ADVANCE	3	4,072,580	10,649,987
		35,564,972	34,407,321
APPLICATION OF FUNDS			
FIXED ASSETS(As per schedule)	26	5,423,221	4,084,461
CURRENT ASSETS	4	30,141,751	30,322,860
		35,564,972	34,407,321

Vide our report of even date
 for Mahesh Virender & Sriram
 Chartered Accountants

(B.R.Mahesh)
 Partner
 Place: Hyderabad
 Date : 10.06.2011



(0)
 For Watershed Support Services and Activities Network

(M.V. Ramachandrudu)
 Executive Secretary



(Y.V.Malla Reddy)
 Chairperson

(Handwritten signature of Y.V.Malla Reddy)

Watershed Support Services and Activities Network
 Door no. 12-13-452, Street no.1, Tarnaka, Secunderabad - 17 Andhra Pradesh
 Annexure For Consolidated Balance Sheet
 AS ON 31.03.2011

SI No	Particulars	Schedule	Amount	Amount
1	CORPUS FUND	1	5,008	5,008
2	GENERAL RESERVE	2		
	Opening Balance		19,568,519	
	Add: Excess of Income over Expenditure		7,735,058	27,303,577
3	Grant in Advance	3		
	Opening Balance		10,649,987	
	Transfer to I&E		10,649,987	
	During the year Christian Aid		2,972,580	
	During the year Arghyam		1,100,000	4,072,580
4	CURRENT ASSETS	4		
	FIXED DEPOSITS			
	Opening Balance		27,150,076	
	Less: Released During the year		24,450,076	
			2,700,000	
	Add: New Fixed Deposits taken during the year		21,888,009	24,588,009
			24,588,009	
5	Current Assets			
	Deposits Others		177,101	
	Deposit at JSLPS		250,000	
	TDS 05-06		77,112	
	TDS 06-07		11,822	
	TDS 07-08		79,191	
	TDS 09-10		466,490	
	TDS 10-11		538,772	
	Cash in Hand		61,928	
	Cash at State Bank of India- A/c10243576663		862,934	
	Cash at Corporation Bank - A/c 347		1,647,840	
	Cash at SBH- Parigi		981,424	
	Cash at SBH- A/c 62041107310		205,800	
	Cash at Corporation Bank - A/c 4410		26,810	
	Cash at SBH- 62174622772		2,500	
	Cash at Corporation Bank - A/c 7168		10,000	
	Cash at SBH- Parigi clrc fund		154,017	5,553,742
				30,141,751



Consolidated Depreciation statement for the year ending 31.03.2011

Schedule - 26

Sl No	Name of the Asset	Rate	W D V as on 01.04.2009	Additions Before sep/aftersep		Delition	Total	Depreciation	W D V as on 31.03.2010
Foreign Contribution									
1	Computer	60%	61,802	117,280	41,300	-	220,382	132,229	88,153
2	Furniture	10%	294,614	-	54,030	-	348,644	34,864	313,780
3	Office Equipment	10%	210,368	15,265	28,470	-	254,103	25,410	228,693
4	Training Equipment	10%	46,556	-	-	-	46,556	4,656	41,900
5	Vehicle(TATA Indica Vist)	15%	-	-	544,925	-	544,925	81,739	463,186
Total			613,340	132,545	668,725	-	1,414,610	278,898	1,135,712
LOCAL Contribution									
1	Computer	60%	56,018	32,490	89,468	-	177,976	106,786	71,190
2	Furniture & Fixtures	10%	240,981	32,583	70,927	-	344,491	34,449	310,042
3	Office Equipment	10%	129,566	-	-	-	129,566	12,957	116,610
4	Vehicle	15%	87,933	-	-	87,933	-	-	-
5	VCD, Projector, Camera gps, hydromarker	60%	17,921	-	-	-	17,921	10,753	7,168
6	Land	0%	1,429,241	-	-	-	1,429,241	-	1,429,241
7	Building A/c	5%	1,509,461	-	967,653	-	2,477,114	123,856	2,353,258
Total LC			3,471,121	65,073	1,128,048	87,933	4,576,309	288,800	4,287,510
Grand Total			4,084,461	197,618	1,796,773	87,933	5,990,919	567,698	5,423,221

for Mahesh Virender & Sriram
Chartered Accountants

(B.R. Mahesh)
Partner
Place: Hyderabad
Date : 10.06.2011



for Watershed Support Services and Activities Network

(M.V. Ramachandrudu)
Executive Secretary



(Y.V. Mallareddy)
Chairperson

WATERSHED SUPPORT SERVICES AND ACTIVITIES NETWORK (WASSAN)

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

SIGNIFICANT ACCOUNTING POLICIES FOR THE YEAR ENDED 31.03.2011

- 1.The Accounts are drawn up on historical cost basis and have been prepared in accordance with generally accepted accounting practices.
2. The Trust is following the cash system of accounting.
3. Depreciation on fixed assets, owned by the Trust is provided under w.d.v. method at rates prescribed under Income Tax Act.
4. 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.
5. Foreign Exchange transactions in relation to receipt of donations/contributions accounted for at the exchange rates prevalent on the date of transaction.
6. Grants –in- advance represents amounts received on projects which are yet to start.
- 7.The figures have been regroup / rounded off wherever necessary
- 8.There are no contingent liabilities or claims due.

for MAHESH, VIRENDER & SRIRAM
Chartered Accountants



B.R. Mahesh
Partne

Place : Hyderabad
Date: 10th June 2011

for Watershed Support Services
and Activities Network

(Y V Malla Reddy)
Chairperson

(M. V. Ramachandrudu)
Executive Secretary
(M V Ramachandrudu)



MAHESH, VIRENDER & SRIRAM
Chartered Accountants

6-3-788/36&37A, Ameerpet, Hyderabad - 500 016.

Tel: 040 – 23401738, 23408899 Fax : 040 – 23412284 Email :mvshyd@yahoo.com

AUDITORS REPORT

We have audited the accounts of **WATERSHED SUPPORT SERVICES AND ACTIVITIES NET WORK**, having its office at 12-13-452, Street No. 1, Tarnaka, Secunderabad 500 0178 for year ended 31.03.2012. These financial statements are the responsibility of the Management. Our responsibility is to express on opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in India. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our Audit provides a reasonable basis for our opinion.

1. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of the audit.

2. The Balance Sheet and the Income and Expenditure Account dealt with by the report are in agreement with the Books of Account.





MAHESH, VIRENDER & SRIRAM
Chartered Accountants

6-3-788/36&37A, Ameerpet, Hyderabad - 500 016.

Tel: 040 – 23401738, 23408899 Fax : 040 – 23412284 Email :mvshyd@yahoo.com


3. In our opinion and to the best of our information and according to the explanations given to us, the Statements together with the schedules attached thereto and read with the Accounting Policies and notes thereon give:

i. In the case of the Balance Sheet, of the state of affairs as at 31st March, 2012.

and

ii. In the case of the Income and Expenditure Account, the Excess of Income over Expenditure for the year ended on that date.

for Mahesh, Virender & Sriram
Chartered Accountants


(B.R. Mahesh)
Partner
M.No.18628



Place:Hyderabad
Date : 22.06.2012.

Watershed Support Services And Activities Network (WASSAN)
 Door No. 12-13-452, Street No. 1 Tamaka, Secunderabad-17 Andhra Pradesh
CONSOLIDATED RECEIPTS & PAYMENTS ACCOUNT FOR THE YEAR 01.04.2011 TO 31.03.2012

Receipts		Amount	Amount	Payments		Amount	Amount
To	Opening Balances			By	Trainings:		
	Cash in Hand-Annex-1	61,928			NABARD		29,308
	Cash at Bank-Annex-2	3,891,334	3,953,262	By	Support Services:		
To	Support Services:				AEI-CWS -Secunderabad-Annex-1	30,970	
	HIVOS, Netherlands	3,249,597			HIVOS, Netherlands-Annex- 2	7,078,535	
	Inter Corporation-Secunderabad	240,000			Inter Corporation Social Development India-sec-3	306,997	
	CMP IGWDP	1,764,282			NABARD - Annex - 4	2,251,018	
	DWMA -IWMP(Srikakulam)	240,000			CMP IGWDP - Annex -5	1,768,068	
	JSLPS-Jharkhand	1,678,812			DWMA -Srikakulam-Annex 6	2,844	
	SLNA-Tripura	1,045,908			SLNA Tripura Annex 7	408,224	
	IWMP - Bommaraspet	553,000			IWMP - Bommaraspet - Annex 8	339,063	
	IWMP - RR Dist	2,193,000			IWMP - RR Dist- Annex 9	2,623,753	
	SLNA-IWMP-Hyd	298,700	11,263,299		JSLPS-Jharkhand-Annex-10	1,065,497	
					SLNA-IWMPHyd - Annex -11	495,448	16,370,417
To	Research & Policy Advocacy:			By	Research & Policy Advocacy:		
	ACIAR- Australia	1,830,561			ACIAR- Australia annex-12	1,342,043	
	Ford Foundation	1,474,000			Center for World Solidarity(Set Dev)-Annex-13	190,826	
	IDRC-Dhan Foundation,Madurai	936,833			Ford Foundation-Annex-14	288,284	
	IRC-CESS Hyderabad	1,500,000			IDRC-Dhan Foundation-Annex-15	801,014	
	NIRD-UP study(AP & Orissa)	2,100,000			IRC-CESS(2011) Hyderabad-Annex-16	1,242,679	
	NIRD-UP study(UP)	1,200,000			IRC-CESS(vision exercise) Hyderabad-Annex-17	487,242	
	SLNA-Tripura	126,000			IRC-CESS(2012) Hyderabad-Annex-18	356,180	
	Department of Agriculture	123,375			Bread for the World - Germany Annex -19	282,047	
	Argyam	2,432,401			NIRD-AP & Orissa Study - Annex -20	1,402,052	
					Department of Agriculture	36,744	
	PIU/NAIP(ICAR),New Delhi	1,525,823	13,248,993		ICRISAT-Annex -21	165,274	
To	Network:			By	Network:		
	APMAS	89,525			Christian Aid(2011), London-Annex-24	535,180	
	CWS-Set Dev-Secunderaad	191,125			FF-Institute of International Education-Annex-25	143,224	
	Christian Aid(2011), London	43,326			FF-Foundation for Ecological Security-Gujarat-Annex-26	115,913	
	Christian Aid(2011), London	3,027,565			DFID-Christian Aid, London-Annex-27	3,029,791	
	FF-Centre for People's Forestry-Sec'bad	529,148			FF-Centre for People's Forestry-Sec'bad-Annex-28	532,129	
	HIVOS, Netherlands	6,283,850			HIVOS, Netherlands-Annex-29	4,676,018	
	SRTT(cini)	1,500,000	11,664,539		Dfid-CA - Annex -30	38,826	
					SRTT(cini) - Annex -31	2,400	9,073,481
To	General & Administration:			By	General & Admin Expenditure - Annex -32	1,672,985	
	General Receipts		1,976,010	By	General & Administration Expenses Annex-33	3,756,400	5,429,385
	TDS receivable		466,490	By	Fixed Deposits Taken-Annex-34		27,481,483
To	Bank Interest-Annex-3		2,227,022	By	TDS 2011-12		
To	Fixed Deposits Released -Annex-4		24,588,009	By	Foreign Contribution	133,071	
					Local Contribution	271,453	404,524
				By	Closing Balances		
					Cash in Hand-Annex-35		61,514
					Cash at Bank-Annex-36		727,788
			69,387,624				69,387,624

Vide our report of even date for Mahesh Virender & Sriram Chartered Accountants

(B.R.Mahesh)
Partner
Place: Hyderabad
Date : 22.06.2012



for Watershed Support Services and Activities Network

(M.V. Ramachandrudu)
Executive Secretary

(Y.V.Malla Reddy)
Chairperson



Watershed Support Services And Activities Network (WASSAN)
ANNEXURES FOR CONSOLIDATED RECEIPTS & PAYMENTS ACCOUNT FOR THE PERIOD 01.04.2011 to 31.3.2012

Particulars	Annx	Amt Rs	Amt Rs	Amt Rs
ANNEXURES FOR RECEIPTS				
Cash Balances -Opening Balances				
Local -a/c-347-	1	30,983		
Local -a/c-SBH-62041107310 (NAIP)		8,472		
Foreign Contribution-SBI-10243576663		22,473		
Sub Total			61,928	
Bank Balances - Opening Balances				
Local -a/c-347-	2	1,647,840		
Local -a/c-4410(SRTT CINI)		26,810		
Local -a/c-7168(Arghyam)		10,000		
Local -a/c-SBH-62041107310 (NAIP)		205,800		
Local -a/c-SBH-62174622772(IWMP -R.R. Dist)		2,509		
Local -a/c-SBH-62005444098(WASSAN CLRC-Parigi)		981,424		
Local -a/c-SBH-(WASSAN CLRC Development Fund)		154,017		
Foreign Contribution-SBI-10243576663		862,934		
Sub Total				3,891,334
Grand Total				3,953,262
Bank Interest				
Interest on SB a/c - SBH CLRC	3	38,398		
Interest on SB a/c - 347		44,213		
Interest on SB a/c - SBH CLRC FUND		5,923		
Interest on FDRs a/c		604,819		
Bank Interest Received-FD -FC		1,248,179		
Bank Interest Received-SB FC		40,516		
Bank Interest-FD Arghyam		28,145		
Bank Interest- SB Arghyam		17,675		
Interest on Income Tax Refund 09-10		27,560		
Bank Interest-FD SRTT		142,034		
Bank Interest- SB SRTT		2,830		
Bank Interest- IWMP - Bommaraspet		8,712		
Bank Interest- IWMP - RR Dist		10,451		
Bank Interest- NAIP		7,567		
Sub Total				2,227,022
Grand Total				2,227,022
Fixed Deposits Released				
Fixed Deposits Released -FC	4	16,543,009		
Fixed Deposits Released - LC		5,205,000		
Fixed Deposits Released - Arghyam		1,090,000		
Fixed Deposits Released - SRTT		1,750,000		
Sub Total			24,588,009	
Grand Total				24,588,009
ANNEXURES FOR PAYMENTS				
Support Services:				
Aei	1			
Balance amount refund to AEI		30,970		
Sub Total			30,970	
Hivos-Part (B)Revitalising Rainfed Agriculture: Crafting Relevant Policies for Rainfed Agriculture				
Communication material development	2	26,227		
Consumables		112,655		
Field Programs & Partnerships(Ngos,MMS,Cooperatives)		2,455,033		
Field Support Persons		534,192		
Overheads		674,784		
Program Coordinators (field experineces)		643,541		
Secretarial Support		193,413		
Senior Staff/Themetic anchors		1,834,321		
Travel cost		604,369		
Sub Total			7,078,535	
Intercooperation Social Development India-Innovations in Small Ruminant Value Chain				
Facilitation and human resource supprt including travel	3	123,987		
Infrastructure and arranging for lambs /Kids for rearing		183,010		
Sub Total			306,997	



Watershed Support Services And Activities Network (WASSAN)
ANNEXURES FOR CONSOLIDATED RECEIPTS & PAYMENTS ACCOUNT FOR THE PERIOD 01.04.2011 to 31.3.2012

Particulars	Annx	Amt Rs	Amt Rs	Amt Rs
NABARD, Hyderabad for Support Services				
Overheads including Phone,general expenses	4	136,547		
Project management cost		265,771		
Salaries		1,614,903		
Travel expenses		233,797		
Sub Total			2,251,018	
CMP- IGWDP				
Travel/com/trainings/salaries/Administrative overheads	5	1,768,068		
Sub Total			1,768,068	
DWMA				
Programme Expenses	6	2,844		
Sub Total			2,844	
SLNA - Tripura				
Overheads	7	77,424		
Salaries		163,461		
Travel Expenses		167,339		
Sub Total			408,224	
IWMP - Bommaraspet				
Administration cost	8	339,063		
Sub Total			339,063	
IWMP - RR Dist				
Administration cost	9	1,315,257		
DPR Preparation cost		864,936		
I & CB expenses		443,560		
Sub Total			2,623,753	
Developing Operational Policy Frame work for Livelihoods Based Watershed Projects in Jharkhan State(JSLPS)				
Overheads	10	87,638		
Salaries		736,186		
Travel Expenses		241,673		
Sub Total			1,065,497	
IWMP-Technical training programme training expenditure	11	495,448		
Sub Total			495,448	
Total Support Services Expenses				16,370,417
Research & Policy Advocach:				
ACIAR(Developing multi-scale climate change adaptation strategies for farming communities in Cambodia,laos, Bangladesh and India)				
Infrastructure costs	12	83,975		
Personnel cost		491,021		
Supplies & Services Expenses		699,378		
Travel Expenses		67,669		
Sub Total			1,342,043	
Center for World Solidarity(Set Dev)				
Consultancy fee	13	145,233		
Overheads including electricity and rent		45,593		
Sub Total			190,826	



Watershed Support Services And Activities Network (WASSAN)

ANNEXURES FOR CONSOLIDATED RECEIPTS & PAYMENTS ACCOUNT FOR THE PERIOD 01.04.2011 to 31.3.2012

Particulars	Annx	Amt Rs	Amt Rs	Amt Rs
FORD FOUNDATION - Support for research and imlementation support aimed at state level reform of the NREGA.				
	14			
Overheads		102,593		
Salaries		173,318		
Travel Expenses		12,373		
Sub Total			288,284	
IDRC-Dhan Foundation(Revalorizing minor millets in rainfed regions of south Asia)				
Action Research Component Expenses		134,999		
Consultant's fee Expenses		2,000		
Consultant's travel expnses		5,237		
Field coordinator Expenses		100,500		
Indirect expenses	15	60,142		
Land Rents for field Evaluation Plots		20,000		
Project Coordinator Expenses		300,000		
Research Consumables expenses		39,780		
Training Expenses		52,967		
Travel Boarding Expenses		82,346		
Travel related costs		3,043		
Sub Total			801,014	
IRC CESS (Understanding dissaggregated costs of providing WASH services in rural and peri - urban areas of A.P.)				
Communication cost		41,677		
Designated Staff Salaries	16	188,200		
Overheads including rent and other office maintenance		91,371		
Program Staff Salaries		825,358		
Travel cost		60,103		
workshop expenses		35,970		
Sub Total			1,242,679	
IRC-CESS(Facilitating Wash Visions Excercises in Sample Villages)				
Wash vision exercise expenses	17	487,242		
Sub Total			487,242	
IRC CESS(Understanding dissaggregated costs of providing WASH services in rural and peri - urban areas of A.P.)				
Communication cost		9,099		
Overheads including rent and other office maintenance	18	28,212		
Office equipment		83,400		
Program staff salaries		230,158		
Travel cost		5,311		
Sub Total			356,180	
Bread for th world(BftW) National Level Consultation on Land Rights				
Micro Studies & Documentation Expenses	19	23,637		
Post event Expenses		171,544		
Publishing expenses		86,866		
Sub Total			282,047	
Comprehensive Study of Impacts of Investment on watershed Project NIRD Study(A.P & Orissa)				
Sub Total	20	1,402,052		
Department of Agriculture		36,744		
Sub Total			36,744	
ICRISAT(Policy Advocay & SRI Scalling up at National Level)	21			
Facilitation cost		165,274		
Sub Total			165,274	
Arghyam-Promoting Participatory Ground water Mangement principles and practise in Natural resource management.	22	1,467,677		
Sub Total			1,467,677	
PIU/NAIP(ICAR),New Delhi	23	1,747,662		
Sub Total			1,747,662	
Total Research & Policy Advocach cast				9,809,724



Watershed Support Services And Activities Network (WASSAN)
ANNEXURES FOR CONSOLIDATED RECEIPTS & PAYMENTS ACCOUNT FOR THE PERIOD 01.04.2011 to 31.3.2012

Particulars	Annx	Amt Rs	Amt Rs	Amt Rs
Network:				
CHRISTIAN AID - (Securing land, labour and livelihood rights of dalits,tribals, and other marginalized Communities-Promoting sustained Civil Society and Community engagement				
Capacity building of community activists,mandal,district & regional team leaders of the partner organizations and project areas and other activists	24	35,364		
Coordination costs of the Project team members of all partners		72,936		
Human Resoource for WASSAN		52,750		
Human Resoource for Partners		60,000		
Interaction and Reflection meetings,review & sharing meetings of activists		14,984		
Provisional amount for each distract team for building community collectives and conducting events and campaigns.		293,595		
Wassan Institutional Costs		5,551		
Sub Total			535,180	
FF-Institute of international Education				
Programme fee	25	93,224		
Web management expenses		50,000		
Sub Total			143,224	
Foundation for Ecological Security (Strengthening backyard Poultry and enchaning its livelihood potential)				
consultancy charges for Thematic coordinator - BYP for 45 days as per tasks spread over one year	26	75,672		
Project overhead costs		26,514		
Programme costs for 2 sites		13,727		
Sub Total			115,913	
DFID-Christian Aid(Making livelihoods of marginalised more resilient)				
Administrative overheads	27	113,550		
non recurring cost		15,900		
Capacity building of community activists,mandal,district & regional team leaders of the partner organizations and project areas and other activists		156,767		
District level capacity building & advocacy events		119,478		
Facilitation cost for crps to support & accompany the selected households in the process		950,006		
Grants to partner organization		370,000		
Mandal level traning programs and meetings for representatives of community collectives and selected house holds on the themes of NREGS and land rights		51,660		
Project coordination,support and monitoring costs(stationery,xerox,communication & field visit related costs)		292,304		
Publishing reports and documentation costs		44,812		
Regional Review and sharing meetings		73,429		
salaries-wassan		280,646		
Salaries-partners		245,000		
Salaries-project Advisor		150,214		
State Level Advocacy meetings		80,497		
State Level Review Meetings	85,528			
Sub Total			3,029,791	
Centre for people's Forestry(Promoting livelihood security of Forest Dependent & Dwelling Communities through stakeholder/sector collaboration in A.P)				
Administrative cost	28	24,002		
Salaries		437,756		
Travel expenses		70,371		
Sub Total			532,129	



Watershed Support Services And Activities Network (WASSAN)
ANNEXURES FOR CONSOLIDATED RECEIPTS & PAYMENTS ACCOUNT FOR THE PERIOD 01.04.2011 to 31.3.2012

Particulars	Annx	Amt Rs	Amt Rs	Amt Rs
Network:				
CHRISTIAN AID - (Securing land, labour and livelihood rights of dalits,tribals, and other marginalized Communities-Promoting sustained Civil Society and Community engagement				
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Programme fee	25	93,224		
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Sub Total			143,224	
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Programme costs for 2 sites		13,727		
Sub Total			115,913	
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Salaries-partners		245,000		
Salaries-project Advisor		150,214		
State Level Advocacy meetings		80,497		
State Level Review Meetings	85,528			
Sub Total			3,029,791	
Centre for people's Forestry(Promoting livelihood security of Forest Dependent & Dwelling Communities through stakeholder/sector collaboration in A.P)				
Administrative cost	28	24,002		
Salaries		437,756		
Travel expenses		70,371		
Sub Total			532,129	



Watershed Support Services And Activities Network (WASSAN)
ANNEXURES FOR CONSOLIDATED RECEIPTS & PAYMENTS ACCOUNT FOR THE PERIOD 01.04.2011 to 31.3.2012

Hivos-Part (A) Strengthening CBO's Enhance Natural Resource Based Livelihood of Poor			
Thematic workshop Expenses-compreehnsive pilot proposal		200,086	
core group meeting expenses		312,167	
Workshop- improving soil productivity in rainfed areas		159,801	
network coordination		1,273,056	
network meetings		190,509	
overheads	29	898,072	
Pilots & Research- coeoprative studies		36,644	
Pilots & Research- Fisharie studies		383,434	
Pilots & Research- Gene campaign		600,000	
Pilots & Research- Humanresource		30,000	
Pilots & Research- malkangiri		72,514	
Pilots & Research- sri		70,380	
Soil fertility improvement expenses		20,305	
Evolving seed system for RRA - CIKS		429,050	
Sub Total			4,676,018
DFID-Christian Aid-PPA			
PPA	30	38,826	
Sub Total			38,826
SRTT(cini)			
Monitoring & Prof Support(G)	31	2,400	
Sub Total			2,400
Total Network Cost			9,073,481
General & Admininstrative expenses -FC			
Non Recuring expenses -purchase of land		1,397,500	
Contingencies		48,600	
Salaries including gratuity		83,903	
land expenses		7,325	
Programe expenses(Capacity Building)	32	31,414	
Programe expenses(bot meetings)		45,211	
Programe expenses(publication expenses)		31,200	
Programe expenses(ANM)		15,332	
Programe expenses		12,500	
Sub Total			1,672,985
General & Administration Expenses - LC			
Dhan Foundation		10,491	
Planning commission		24,223	
ACWADAM		10,904	
Arghyam		13,485	
Basics		2,691	
Bomras pet		755	
CSDS		13,467	
Fish fed Assam		6,427	
GTZ		19,247	
IFPRI		8,069	
IGIDR		61,396	
IWMA-RR Dist			
LCF	33	144,695	
MORD		215,739	
NABARD		147,223	
Saradindu		13,808	
SERP		11,533	
SPS		13,419	
Tripura		29,264	
udaipur field visit		-	
VSK		11,573	
XIOM		13,440	
Contribution for publicaton		-	
Contingencies-WASSAN		13,507	
General receipts			
General travel		8,479	
General expenses		72,437	
Land development expense		64,801	



Watershed Support Services And Activities Network (WASSAN)
 Door No. 12-13-452, Street No. 1 Tarnaka, Secunderabad-17 Andhra Pradesh
 Consolidated Income & Expenditure Account For The Year 01.04.2011 to 31.03.2012

EXPENDITURE		Amount	Amount	INCOME		Amount	Amount
To	Trainings:		29,308	By	Support Services:	3,249,597	
	NABARD- Hyderabad for Trainings				HIVOS, Netherlands	240,000	
To	Support Services:				Inter Corporation-Secenderabad	1,764,282	
	AEI-CWS -Secunderabad-Annex-1	30,970			CMP IGWDP	240,000	
	HIVOS, Netherlands-Annex- 2	7,078,535			DWMA -IWMP(Sriakulam)	1,678,812	
	Inter Corporation Social Development India-sec-3	306,997			JSLPS-Jharkhand	1,045,908	
	NABARD - Annex - 4	2,251,018			SLNA-Tripura	298,700	
	CMP IGWDP - Annex -5	1,768,068			SLNAIWMP	553,000	
	DWMA -Srikakulam-Annex 6	2,844			IWMP - Bommaraspet	2,193,000	11,263,299
	SLNA Tripura Annex 7	408,224			IWMP - RR Dist		
	IWMP - Bommaraspet - Annex- 8	339,063		By	Research & Policy Advocacy:	1,830,561	
	IWMP - RR Dist-Annex-9	2,623,753			ACIAR- Australia	1,474,000	
	JSLPS-Jharkhand-Annex-10	1,065,497			Ford Foundation	936,833	
	SLNAIWMP - Annex -11	495,448	16,370,417		IDRC-Dhan Foundation,Madurai	1,500,000	
To	Research & Policy Advocacy:				IRC-CESS Hyderabad	2,100,000	
	ACIAR- Australia annex-12	1,342,043			NIRD-UP study(AP & Orissa)	1,200,000	
	Center for World Solidarity(Set Dev)-Annex-13	190,826			NIRD-UP study(UP)	126,000	
	Ford Foundation-Annex-14	288,284			SLNA-Tripura	123,375	
	IDRC-Dhan Foundation-Annex-15	801,014			Department of Agriculture	1,100,000	
	IRC-CESS(2011) Hyderabad-Annex-16	1,242,679			Transfer from balance sheet - Arghyam	2,432,401	
	IRC-CESS(vision exercise) Hyderabad-Annex-17	487,242			Arghyam	1,525,823	14,348,993
	IRC-CESS(2012) Hyderabad-Annex-18	356,180		By	Network:		
	Bread for the World - Germany Annex -19	282,047			APMAS	89,525	
	NIRD-AP & Orissa Study - Annex -20	1,402,052			CWS-Set Dev-Secunderaad	191,125	
	ICRISAT-Annex -21	165,274			Christian Aid(2011), London	43,326	
	Department of Agriculture	36,744			Christian Aid(2011), London	3,027,565	
	Arghyam - Annex-22	1,467,677			FF-Centre for People's Forestry-Sec'bad	529,148	
	PIU/NAIP(ICAR),New Delhi - Annex-23	1,747,662	9,809,724		HIVOS, Netherlands	6,283,850	
To	Network:				Transfer from balance sheet - Christian Aid	2,972,580	
	Christian Aid(2011), London-Annex-24	535,180			SRTT(cini)	1,500,000	14,637,119
	FF-Institute of International Education-Annex-25	143,224		By	General & Administration:		
	FF-Foundation for Ecological Security-Gujarat-Annex-26	115,913			General Receipts	1,976,010	
	DFID-Christian Aid, London-Annex-27	3,029,791		By	Bank Interest- Annex-3		2,227,022
	FF-Centre for People's Forestry-Sec'bad-Annex-28	532,129					
	HIVOS, Netherlands-Annex-29	4,676,018					
	Dfid-CA -Annex -30	38,826					
	SRTT (cini)- Annex -31	2,400	9,073,481				
To	General & Administration:						
	General & Admin Expenses - FC Annex - 32	275,485					
	General & Admin Expenses - LC Annex - 33	2,269,150	2,544,635				
To	Depreciation - Annex - 37		388,150				
To	Excess of Income over Expenditure		6,236,728				44,452,443
			44,452,443				

Vide our report of even date for Mahesh Virender & Sriram Chartered Accountants

(B.R.Mahesh)
 Partner
 Place: Hyderabad
 Date:22.06.2012



(M.V. Ramachandrudu)
 (M. V. Ramachandrudu)
 Executive Secretary

(Y.V.Malla Reddy)
 (Y.V.Malla Reddy)
 Chairperson



Watershed Support Services And Activities Network (WASSAN)
ANNEXURES FOR CONSOLIDATED INCOME & EXPENDITURE ACCOUNT FOR THE PERIOD 01.04.2011 to 31.3.2012

Particulars	Annx	Amt Rs	Amt Rs
General & Administrative expenses	18		
Non Recuring expenses -purchase of land		0	
Contigencies		48600	
Salaries including gratuity		83,903	
land expenses		7,325	
Programe expenses(Capacity Building)		31,414	
Programe expenses(bot meetings)		45,211	
Programe expenses(publication expenses)		31,200	
Programe expenses(ANM)		15,332	
Programe expenses		12,500	
Sub Total			275,485



Watershed Support Services and Activities Network
 Door no. 12-13-452, Street no.1, Tarnaka, Secunderabad - 17 Andhra Pradesh

CONSOLIDATED BALANCE SHEET AS ON 31-03-2012			
SOURCES OF FUNDS	Sch No	2011-12 Rs.	2010-11 Rs.
CORPUS FUND	1	5,008	5,008
GENERAL RESERVE	2	37,724,112	31,487,384
GRANT IN ADVANCE	3	-	4,072,580
		37,729,120	35,564,972
APPLICATION OF FUNDS			
FIXED ASSETS(As per schedule)	37	7,919,822	5,423,221
CURRENT ASSETS	4	29,809,298	30,141,751
		37,729,120	35,564,972

Vide our report of even date
 for Mahesh Virender & Sriram
 Chartered Accountants



(B.R.Mahesh)
 Partner
 Place: Hyderabad
 Date : 22.06.2012

For Watershed Support Services and Activities Network


 (M.V. Ramachandrudu)
 Executive Secretary


 (Y.V.Malla Reddy)
 Chairperson


Watershed Support Services and Activities Network
 Door no. 12-13-452, Street no.1, Tarnaka, Secunderabad - 17 Andhra Pradesh
 Annexure For Consolidated Balance Sheet
 AS ON 31.03.2012

SI No	Particulars	Schedule	Amount	Amount
1	CORPUS FUND	1	5,008	5,008
2	GENERAL RESERVE	2		
	Opening Balance		27,303,577	
	Add: Development Reserve		4,183,807	
	Add: Excess of Income over Expenditure		6,236,728	
				37,724,112
3	Grant in Advance	3		
	Opening Balance		4,072,580	
	Transfer to I&E		4,072,580	
				-
4	CURRENT ASSETS	4		
	FIXED DEPOSITS			
	Opening Balance		24,588,009	
	Less: Realesed During the year		24,588,009	
				-
	Add: New Fixed Deposits taken during the year		27,481,483	
			27,481,483	27,481,483
5	Current Assets			
	Deposits Others		177,101	
	Deposit at JSLPS		250,000	
	TDS 05-06		77,112	
	TDS 06-07		11,822	
	TDS 07-08		79,191	
	TDS 10-11		538,772	
	TDS 11-12		404,524	
	Cash in Hand - Annex 34		61,514	
	Cash at Bank - Annex 35		727,779	
				2,327,815
				29,809,298



Watershed Support Services and Activities Network
 Door no. 12-13-452, Street no.1, Tarnaka, Secunderabad - 17 Andhra Pradesh
 Consolidated Depreciation statement for the year ending 31.03.2012

Annex - 37								
Sl No	Name of the Asset	Rate	W D V as on 01.04.2011	Additions Before sep/aftersep	Delition	Total	Depreciation	W D V as on 31.03.2012
Foreign Contribution								
1	Computer	60%	88,153		-	88,153	52,892	35,261
2	Furniture	10%	313,780		-	313,780	31,378	282,402
3	Office Equipment	10%	228,693		-	228,693	22,869	205,823
4	Training Equipment	10%	41,900		-	41,900	4,190	37,710
5	Vehicle(TATA Indica Vista	15%	463,186		-	463,186	69,478	393,708
6	Land at Hyd	0%		1,397,500		1,397,500	-	1,397,500
	Total		1,135,712	1,397,500	-	2,533,212	180,807	2,352,405
LOCAL Contribution								
1	Computer	60%	71,190		-	71,190	42,714	28,476
2	Furniture & Fixtures	10%	310,042		-	310,042	31,004	279,038
3	Office Equipment	10%	116,610		-	116,610	11,661	104,949
4	Vehicle	15%	-		-	-	-	-
5	VCD,Projector, Camera gps,hydromarker	60%	7,168		-	7,168	4,301	2,867
6	Land at Parigi	0%	1,429,241		-	1,429,241	-	1,429,241
	Land at Hyd	0%		1,487,250		1,487,250	-	1,487,250
7	Building A/c	5%	2,353,258		-	2,353,258	117,663	2,235,595
	Total LC		4,287,510	1,487,250	-	5,774,760	207,343	5,567,416
	Grand Total		5,423,221	2,884,750	-	8,307,971	388,150	7,919,821




WATERSHED SUPPORT SERVICES AND ACTIVITIES NETWORK(WASSAN)
D.No.12-13-452, Street No.1, Tarnaka, Secunderabad – 500 017

SIGNIFICANT ACCOUNTING POLICIES FOR THE YEAR ENDED 31.03.2012


1. The Accounts are drawn up on historical cost basis and have been prepared in accordance with generally accepted accounting practices.
2. The Trust is following the cash system of accounting.
3. Depreciation on fixed assets, owned by the Trust is provided under w.d.v. method at rates prescribed under Income Tax Act. Project fixed assets are charged off to respective project.
4. 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.
5. Foreign Exchange transactions in relation to receipt of Grants/ Contributions accounted for at the exchange rates prevalent on the date of transaction.
6. General Reserve includes development reserve and also unspent grants where projects are under execution.
7. There are no contingent liabilities or third party claims due.
8. The figures have been regroup/rounded off wherever necessary.


Annexures form part of accounts.

For MAHESH, VIRENDER & SRIRAM
Chartered Accountants (Reg. No. 001939 S)


B.R. MAHESH
Partner
(M. No. 18628)

For Watershed Support Services
and Activities Network


(YV Malla Reddy)
Chair Person


(M.V. Ramachandrudu)
Executive Secretary

Place: Hyderabad
Date: 22.06.2012.