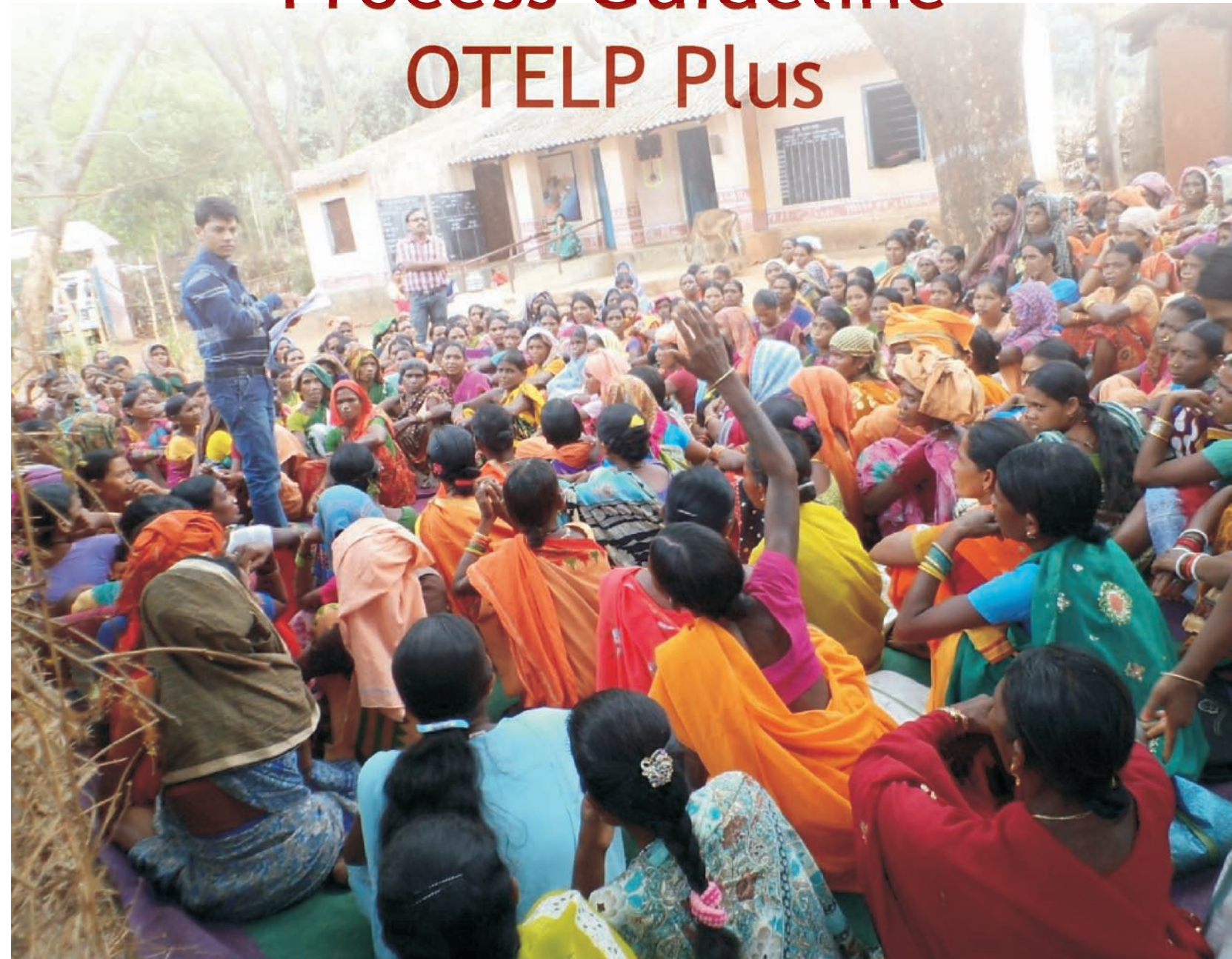


Process Guideline OTELP Plus



Odisha Tribal Empowerment & Livelihoods Programme

Programme Support Unit

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PREFACE

Odisha Tribal Empowerment & Livelihoods Programme (OTELP) started during 2003-04 in 358 Micro Watersheds covering 1042 villages in 7 South Western districts of Odisha. To achieve the aim of the Programme, OTELP followed a watershed plus approach. With learning's and success of the Programme, the same has been extended to new areas as 'OTELP Plus' to cover nearly 1500 villages in coming seven years time.



From the experience in implementation of OTELP and with the fact that OTELP Plus will be mainly operational through convergence funding, a new Process Guideline has been prepared. While the essence of the old Process Guideline has been maintained, new and emergent changes have been incorporated to facilitate Integrated Tribal Development Agencies (ITDA), Facilitating Non-Government Organizations (FNGOs) and the Community to implement the Programme in a realistic manner. The thrust as usual will be PPCP (Public-Private Community-Partnership) Mode. This is not a static document and changes as and when required, will be incorporated.

I am extremely thankful to Sri Pravanjan Mohapatra, Ex-PO (PM&E) and Sri Akshaya Kumar Sahoo, present PO(PM&E) of PSU for having taken all the pains in formulating this new Process Guideline. Special thanks to Sri Suresh Chandra Pattnaik, PO(L&NRM) of PSU for his valuable inputs. I also express my deep sense of gratitude to all the FNGOs friends, who contributed in formulating this new Process Guideline, especially to Kirti Pani and Manisha Mukharjee of PRADAN.

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CHAPTER - 1

Background and Introduction

1.1. Introduction

- Process oriented development is a critical requirement under OTELP PLUS.
- Earlier guidelines of Ministry of Rural Development, Government of India (which are currently used in the state) for watershed development activities are not adequate for meeting the emerging needs as well as for achieving the distinct objectives under OTELP PLUS.
- The existing documents (appraisal report, project implementation plan, MTR reports, etc) under OTELP along with the learning from the project implementations provide a number of innovative instruments and mechanisms. These are based upon past experiences under watershed related development projects funded by IFAD, DFID and WFP in Odisha and other states in the country.
- During the implementation of OTELP, much greater clarity has emerged with regard to participatory processes to be considered during OTELP Plus.
- Hence there is a need to enhance the scope of the current process guidelines of OTELP which consolidates the above learning into a user-friendly operational modality for various stakeholders to be adopted under OTELP Plus.

1.2 Programme Goal, Objective and Log-frame

The goal of the project is to “enable the poor tribal households to sustainably ensure their livelihoods and food security through promoting a more efficient, equitable, self-managed, optimum use of the natural resources, off-farm/ non-farm enterprise development and accessing the rights and entitlements due to them.

To achieve the goal following immediate objectives are set:

- To build the capacity of marginal groups.
- To enhance the access of poor tribal people to natural resources and increase its productivity.
- To encourage and facilitate off-farm enterprises.
- To ensure the basic entitlements of tribal households.

To achieve these objectives, the Programme is expected to:

- Build the capacity of marginal groups as individuals, and grassroots institutions;
- Developing Community Service Provider (CSP) and Community Resource Person(CRP)
- Enhance the access of poor tribal people to land, water and forests and increase the productivity of these resources in environmentally sustainable and socially equitable ways;
- Encourage and facilitate off-farm enterprise development based on the needs of poor tribal households;





- Monitor the basic food entitlements of tribal households and ensure their access to public food supplies;
- Strengthen the institutional capacity of government agencies, Panchayati Raj Institutions, NGOs and civil society to work effectively for participatory poverty reduction with tribal communities
- Encourage the development of a pro-tribal enabling environment through ensuring that legislation governing control of, and access to, development resources by poor tribal households is implemented effectively and by recommending other policy improvements; and
- Build on the indigenous knowledge and values of tribals and blend these with technological innovations to ensure a speedier pace of development.

Programme Logical Framework

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
<p>Goal: Quality of life of poor tribal households in remote areas sustainably improved</p>	<ul style="list-style-type: none"> • Increased employment opportunities in the external environment for the households in the programme are resulting from diversified economy • Increased incomes of households in the programme area resulting from a diversified economy • Health indicators (IMR and MMR) in the programme area are on par with state averages • Educational indicators (literacy and school completion rates) in the programme area are on par with state averages • Tribal women, men and children in the programme area enjoy civil and political rights and access to justice on a par with other communities in the State for the rights defined under PESA, Prevention of Atrocities Act, 	<p>External evaluation by independent agencies</p> <p>External evaluation by independent agencies</p> <p>External evaluation by independent agencies</p> <p>External evaluation by independent agencies</p> <p>External evaluation by independent agencies</p>	





Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
	Regulation-3 1956, Moneylending Act, Forest Right Act, NREG Act and Right to Information		
<p>Purpose: Livelihoods and food security of 75,000 poor tribal households sustainably improved</p>	<ul style="list-style-type: none"> ● Increase of at least 50% in real income of poor tribal households including the ultra poor and vulnerable households by EOP ● At least 50% of Below Poverty Level households show a sustainable increase in assets by EOP ● Atleast 20% reduction in incidence of severe malnutrition¹ amongst children (0-36 months) in Programme villages by EOP ● Decrease in incidence of lean season food shortages reported by all the households in programme area by EOP ● Significant reduction in incidence of distress migration of the project households by EOP ● Decrease in indebtedness to moneylender as proportion of overall indebtedness reported by all the households accessing credit in the programme reported by EOP ● Atleast 80% of households in the programme area have 	<p>External evaluation by independent agencies</p> <p>External evaluation by independent agencies</p> <p>External evaluation by independent agencies</p> <p>External evaluation by independent agencies</p> <p>External evaluation by independent agencies</p> <p>External evaluation by independent agencies</p>	<ul style="list-style-type: none"> ● There are no major natural disasters that adversely impact on quality of life of the tribal households ● Peace building processes are sufficiently neutralize the adverse impacts of any serious deterioration in law and order situation on quality of life of the tribal households ● Mitigation measures sufficiently neutralize the adverse impacts of any economic-downturn on quality of life of the tribal households ● There is continued commitment by Government agencies, Non-Government organization and private sector to implement other programmes which enhance the quality of life of poor tribal communities.

¹ To be assessed from the level of incidence as arrived at from the anthropometric study conducted in 2009





Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
	<p>access to a permanent safe source of drinking water within 100 meters of the household by EOP</p> <ul style="list-style-type: none"> All the individuals in at least 20% of the programme villages have access to and report use of toilets by EOP 	<p>External evaluation by independent agencies</p>	
OUTPUTS			
<p>Output 1: Capacity of poor tribal women and men to manage their own development sustainably enhanced</p>	<p>1.1 At least 75% of the Self-Help Groups graduate to Grade I (NABARD rating) after three years of formation</p> <p>1.2 At least 80% of the User Groups formed report effective use of project created assets by EOP</p> <p>1.3 At least 65% of the Village-Level Sub-Committees (VLSC) actively engaged in maintenance of project created assets by EOP</p> <p>1.4 At least 80% of the Village Development Committees formed are effectively functioning and audited regularly audited by EOP</p> <p>1.5 Increased participation of women in development and implementation of annual action plans and VDC decision-making</p> <p>1.6 At least 50% of the households in the programme area report utilization of services of Para-vet, Village-Level</p>		<ul style="list-style-type: none"> There are no major natural disasters that adversely impact on livelihoods of tribal households Peace building processes sufficiently neutralize the adverse impacts of any serious deterioration in law and order situation on livelihoods of tribal households Mitigation measures sufficiently neutralize the adverse impacts of any economic-downturn on livelihoods of tribal households There is continued political will to address the needs of poor tribal communities Vested interests are insufficiently powerful nor





Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
	<p>Volunteer, Agriculture Volunteer, Barefoot Engineer and Barefoot Accountants by EOP</p> <p>1.7 All the VSS in the programme area enter into MOUs with the Forest Department and are functioning effectively by EOP</p>		<p>organized to derail the Programme.</p> <ul style="list-style-type: none"> There are no major natural disasters that adversely impact on livelihoods of tribal households Peace building processes sufficiently neutralize the adverse impacts of any serious deterioration in law and order situation on livelihoods of tribal households
<p>Output 2:</p> <p>Access of poor tribal people to land, water and forests enhanced and productivity increased in environmentally sustainable and socially equitable ways.</p>	<p>2.1 Land titles awarded to all the absolute land less households in the programme area by EOP</p> <p>2.2 Atleast 10% increase in net irrigated area in the programme villages by EOP</p> <p>2.3 Agricultural productivity in the programme area sustainably increased by at least 20² % by EOP.</p> <p>2.4 Cropping intensity in the programme area increased by 25% through EOP</p> <p>2.5 At least 80% of common water resources in the programme area feasible for aquaculture are used for aqua culture by EOP</p> <p>2.6 Atleast 10% increase in net real incomes from NTFP to the project households engaged in NTFP related livelihoods activities by EOP</p> <p>2.7 Increase in incomes from Common Property Resources shared equitably among all socio-economic groups.</p>		<ul style="list-style-type: none"> Mitigation measures sufficiently neutralize the adverse impacts of any economic-downturn on livelihoods of tribal households There is continued political will to address the needs of poor tribal communities Vested interests are insufficiently powerful nor organized to derail the Programme. There is willingness, ability and response from other government agencies and officials to

² The 11th Five Year Plan of Orrisa aims at sustainable annual growth rate of 4%





Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
<p>Output 3: Off-farm enterprise development focused on the needs of poor tribal households encouraged and facilitated</p>	<p>3.1 At least 50% of households in the programme area report involvement in Off-farm employment by EOP</p> <p>3.2 At least 80% households (including landless and women-headed households) in the programme area report 30% increase in income from off farm enterprise/activity by EOP</p> <p>3.3 At least 20% of SHGs access institutional credit for off-farm enterprise development by end PY7 and 40% by EOP.</p>		<p>cooperate with the Programme and implement necessary complementary programmes (e.g., drinking water, sanitation, rural roads, rural electrification)</p> <ul style="list-style-type: none"> • There is low turnover of key government staff working on the Programme. • The tribal communities in the programme area are willing to develop and institutionalize the demand generation mechanism; and other government programmes respond).
<p>Output 4: Basic food entitlements of tribal households monitored and access to public food supplies ensured, as required.</p>	<p>4.1 By EOP, all the eligible households in the programme area access their full entitlements from Public Distribution System and Annapurna, Antyodaya, MDM and Supplementary Nutrition Schemes</p> <p>4.2 At least 50% of households in programme villages having Grain Banks report use of Grain Banks during lean seasons</p> <p>4.3 Households in the programme area reporting use of GR cards during extreme distress situation</p>		
<p>Output 5: Capacity of govt agencies, PRIs and NGOs to work effectively for participatory</p>	<p>5.1 Increased financial resource mobilization through convergence of existing programmes of government/non-government reported in the programme districts</p>		





Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
<p>p o v e r t y reduction with t r i b a l communities sustainably enhanced.</p>	<p>5.2 Communities report improved access to and transparency in the management of government services</p> <p>5.3 All the OTELP programme villages have access to Odisha Mahatma Gandhi National Rural Employment Guarantee Scheme by end PY 6</p> <p>5.4 Adoption and replication of OTELP approaches by Government/non-government agencies is evidenced within the programme districts as well as outside the programme districts</p>		
<p>Output 6: Laws and regulations governing control of and access to development resources by poor tribal households and communities effectively implemented</p>	<p>6.1 Tribal households in the programme area report significant reduction in the incidence of new land alienation by EOP</p> <p>6.2 Restoration of land alienated under regulation 2 and wrongly recorded under the Orissa Survey Settlement Act</p> <p>6.3 All the eligible Households and Groups in the programme area have their claims settled under FRA settlements</p> <p>6.4 All the new land titles (Pattas) issued in the programme area are jointly in the name of husband and wife of the households</p> <p>6.5 All Homestead less households in the</p>		





Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
	<p>programme area are awarded land titles to homesteads under the “My Land My House” scheme</p> <p>6.6 NTFP de-licensing regime is effectively implemented in the programme area</p>		
<p>Output 7:</p> <p>The legal and policy environment for tribal development reviewed and improvements recommended, as appropriate</p>	<p>7.1 Improvements in Pro-Tribal Pro-poor policies facilitated by project learning in the areas of enhancing livelihoods and food security</p> <p>7.2 Anomalies and Lacuna in existing laws are identified and amendments sought for enhancing livelihoods and food security of the tribal households</p>		
<p>Output 8:</p> <p>Effective Programme management systems in place.</p>	<p>8.1 Programme implemented on schedule, within budget and with full participation of communities.</p> <p>8.2 Quality Progress Reports produced on schedule and shared with key stakeholders on a regular basis</p> <p>8.3 Detailed design of Programme revised as necessary in light of participatory monitoring results.</p>		





Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
ACTIVITIES			
Output 1	Output 2	Output 3	Output 4
<p>1.1 New SHGs formed and existing SHGs strengthened in the programme villages with the assistance of NGOs, Anganwadi Workers, rural volunteers and other agencies promoting Self-Help Groups; Training/exposure for imparting requisite skills to SHG members; Linkage of the SHGs with banks and other financial institutions; SHGs in the programme area linked to GP level federations</p> <p>1.2 Targeted households in the programme area are organized in User groups; The formed user groups</p>	<p>2.1 Identification of landless (absolute and legal) in all the programme villages; Provide land for the identified landless through existing provisions of OGLS Act, OPLE Act and FRA in collaboration with Revenue and Forest Department with priority to absolute landless; Coordinate and collaborate with Revenue Department for survey of all the programme area up to 30 degree slope and subsequent settlement</p> <p>2.2 Creation of new and restoration of existing irrigation infrastructure for increase command areas; Land reclamation and development Diversion of paddy to non paddy crops in rainfed highlands including promoting horticultural plantation with inter cropping, promotion of drip irrigation in orchards and vegetable croppings, Provision of agriculture inputs; Training and exposure of farmers for introduction of new crops/ seed replacement/IPM/INM and Improved Crop Management Practices; Demonstration and IEC</p>	<p>2.1 Identification of feasible enterprise options based on existing resources, skills and market attractiveness</p> <p>2.2 Training/Exposure of identified SHGs, UGs, CIGs and individuals for entrepreneurship and enterprise management, and developing cadre for business support services</p> <p>2.3 Provide vocational training to unemployed youth for enhancing employability</p> <p>2.4 Ensure access to physical and financial resources (credit) of groups and individuals for initiating identified enterprises</p> <p>2.5 Provide for necessary physical infrastructure for initiating and supporting identified enterprises;</p> <p>2.6 Foster backward and forward linkages of the enterprises for profitability, growth and sustainability</p>	<p>4.1 Grain bank promoted in all programme villages (where not already existing)</p> <p>4.2 Food Aid provided as a part payment of wage labour for programme activities</p> <p>4.3 Enhance knowledge on rights and entitlements under various government schemes through IEC material and IEC sessions</p> <p>4.4 Ensuring inclusion of all eligible households (if not already included) under various schemes</p> <p>4.5 Enhance knowledge on nutritional value of traditional crops (minor millets, tubers etc) and forest products through IEC material and sessions</p> <p>4.6 VDC liaise with GP/Block and district in distress scenario for Gratuitous Relief entitlement</p> <p>4.7 Identification of households experiencing extreme distress by</p>





Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
<p>access finance from VDCs/ VLSCs ; Provide for technical support for skill development (managerial and Operations & Maintenance) on a continuous basis; Use of created assets by UGs in the programme area</p> <p>1.3 VLSCs are formed in all the programme villages ; Training of VLSC members for imparting requisite skills , exposure visits of VLSC members for skills development; V D L P s prepared by the VLSCs; VLSCs prepare annual workplans and budgets; VLSCs implements annual workplans and monitor</p>	<p>materials for enhancing cropping intensity in irrigated and rainfed areas; Transfer of technology through demonstration, training, exposure for multiple cropping and agriculture intensification , Participatory Varietal Selection and Seed Village, Farmer Field Schools, promotion of Nutritional Garden & biodiversity of Traditional crops</p> <p>2.3 Identification of common water bodies in the programme area feasible for aquaculture; Usufruct and benefit sharing mechanisms established between identified UGs/SHGs and the owners of the water bodies; Training and Exposure of identified UGs/SHGs on aquaculture; Provide for inputs to facilitate aquaculture for the identified UGs/SHGS; Establish market linkages for maximizing value of the produce</p> <p>2.4 Demonstration of livestock based livelihoods promotion models for the landless households; Breed improvement activities for cattle, small ruminants and poultry undertaken; Mass Immunization of livestock at regular</p>	<p>2.7 Grants to poorest of poor households for undertaking activities for enhancing and securing sustainable livelihoods</p>	<p>the VLSCs in the programme area and provision of Gratuitous Relief entitlements</p>





Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
<p>use of project created assets by UGs; VLSCs ensure regular financial and social audits through the Village-Level Social and Financial Audit Sub-Committee; VLSCs Liaise with other agencies for financial resource mobilization; VLSCs manage the VDF effectively; VLSCs support and monitor implementation of MDM, Supplementary Nutrition Schemes, ICDS, elementary education etc. on a routine basis; Network with other agencies (PRIs, NGOs, Civil Society Organizations, Line departments) for rights and resources</p> <p>1.4 VDCs are formed in all the</p>	<p>intervals, Livestock insurance promoted in the programme villages; Promotion of fodder crops for enhancing fodder availability; Establish market linkages for maximizing value of the produce.</p> <p>2.5 Rehabilitation and regeneration of degraded forest areas in the programme area through community protection and natural regeneration; Developing community managed nurseries through active engagement of Self-Help groups for undertaking Artificial Natural Regeneration; Training and Exposure of VSS members for protection and management of forest areas; Provide for information, training and infrastructure for value addition and processing of NTFPs; Establish market linkages for maximizing value of the NTFPs</p> <p>2.6 Usufruct and benefit sharing mechanisms established for ensuring equity in benefits from common property for UGs/SHGs members; Community infrastructure improvements enhance market access and release women’s time for greater participation</p>		





Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
<p>programme micro-watersheds and registered under the Society Registration Act XXI 1860; Training / exposure visits of the VDC members for development of requisite skills; All the VDC develop consolidated Village Development and Livelihoods Plan for the micro-watershed; All the VDCs prepare consolidated annual work plan and budgets; The VDCs ensure on time fund flow to VLSC/ VSS/SHGs; All V D C s implements the annual work-plans and monitor use of assets; Financial and non-financial documentation is maintained and updated</p>	<p>in economic activities</p> <p>2.7 Innovations / experimentation and systematization of new technology and technology development for enhancing productivity of land, water and forest resources piloted</p> <p>2.8 Grants to poorest of poor households for undertaking activities for enhancing and securing sustainable livelihoods</p>		





Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
<p>regularly by the VDCs; External Financial Audits are taken in all the VDCs; Linkages of VDCs fostered with PRIs, ITDA, block and district-level line departments and other agencies</p> <p>1.5 IEC material developed and distributed in the programme area, and used for gender sensitization of men and women in the programme area; Gender Awareness Trainings of programme personnel and NGO partners conducted for mainstreaming gender concerns in programme activities; Rotational leadership is practiced in the VDCs/ V L S C s</p>			





Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
<p>ensuring women in leadership positions</p> <p>1.6 VVs are Identified in all the programme micro-watersheds, one each in the thematic domain of Agriculture, Livestock, Land and Water Management, S H G mobilization; and Health/ Social Development; Identified VVs are trained in respective vocations for imparting requisite knowledge and skills; Handholding support is provided to the VVs for continuous up gradation of knowledge and skills; Provide for necessary equipments/ kits to the VVs for effective service delivery; Monitor drop-</p>			





Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
<p>outs in the trained VVs and identify and train new VVs ensuring requisite number in a micro-watershed; IEC material developed and used for informing programme communities on available services and service providers in the form of VVs</p>			
Output 5	Output 6	Output 7	Output 8
<p>5.1 Training and exposure visits of GO / N G O / P R I representatives on participatory development</p> <p>5.2 Team building initiatives undertaken</p> <p>5.3 GO and NGO staff participate in all the PRI meetings and work together to facilitate community needs and priorities</p> <p>5.4 Enhancing knowledge</p>	<p>5.1 Identification of cases of land alienation in the villages in the programme area</p> <p>5.2 Legal aid provided to the identified households</p> <p>5.3 Identified cases processed through Special Land Restoration Cells, Special Revenue Courts and higher courts; and land right, title and interest restored to the households</p> <p>5.4 Survey of hills slopes up to 30 degree in all the programme villages and land titles (joint <i>pattas</i>) issued to households (reference output 2)</p> <p>5.5 Liaise with revenue department for ensuring</p>	<p>7.1 Documentation of programme learning's and best practices; and sharing with policy makers</p> <p>7.2 Advocacy with policy makers for appropriate changes on the basis of programme learnings.</p> <p>7.3 Commissioning studies for identifying anomalies and lacunae in existing policies, regulations and rules, if any.</p> <p>7.4 Government supported in amending and</p>	<p>8.1 PSU at the State level established, staffed and equipped and operational by end PM6</p> <p>8.2 ITDA's by-laws amended, strengthened and empowered and authorized as nodal agencies for the Programme, and staffed and equipped, by end PM6.</p> <p>8.3 Monitoring Unit in PSU and ITDAs established and operational by end PM 6 produces quality six-monthly progress reports</p>





Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
<p>on rights and entitlements under various government schemes and provisions thereof especially under NREGA</p> <p>5.5 Information dissemination and knowledge sharing between GOs/NGOs/PRIs through publications and visits and other mechanism</p>	<p>recording of land titles- also in the name of women of the households</p> <p>5.6 Liaise and coordinate with revenue department for effective implementation of “my land my house” scheme</p> <p>5.7 Liaise with GPs for implementation of de-licensing. Regime of NTFPs</p> <p>5.8 Increase knowledge of communities in the programme villages on rights and provisions under the Prevention of Atrocities Act, Money Lender act, Domestic Violence Act, and Rehabilitation and Resettlement Act, Provision for Panchayat Extension to Scheduled Areas Act, Child labour Act and other such beneficial laws and regulation</p> <p>5.9 Liaise with Revenue, Forest and Panchayati Raj department for implementation of FRA</p>	<p>framing new, laws, policies and regulations, as appropriate</p>	<p>produced on time, based on active participation of communities</p> <p>8.4 PSU and ITDAs are vested with adequate sanctioning powers and operational flexibility to ensure smooth flow of funds to the Programme.</p> <p>8.5 IFAD/DFID/WFP/GOO review missions facilitated.8.6 Consultancy studies, including mid-term and EOP Impact Assessment commissioned and supervised.</p>





CHAPTER - 2

Strategy and Approach

Key elements:

- Community mobilisation steps
- Community based organisation structure and its promotion modalities
 - *SHG based institutions* : SHG and its associated tiers e.g Cluster level federation, GP level federation
 - *Village based Institution* : Pallisabha(VDA), Village development committee(VDC), Gaon Kalyan Samiti(GKS)
 - *Producers Institution*: producer group,CIGs, co-operative
- CSP promotion strategy

2.1. Community Mobilization and Institution Building

Community Based Organizations, more specifically the Self Help Groups play a crucial role in the project that can not be achieved by a poor tribal family individually. Enough evidence is available to suggest that much of the developmental responsibilities can be easily taken over by community based organizations provided sufficient efforts are made for properly organizing them into thematic groups / committees. Poor are largely not connected with the mainstream programmes. Based on the experiences now many flagship programmes have been designed to have active participation of the people through CBOs. As per the objective of OTELP Plus, organising community and building institution are key to success of project.

2.1.1 Community mobilisation:

a. Identification of the Watershed area and Village

The selection process for the micro-watersheds followed a number of sequential steps which are summarised as follows:

Step 1

Micro-watersheds in most of the Programme districts have already been mapped by the Orissa Remote Sensing and Applications Centre (ORSAC) and have been categorised into three categories of priority – I, II and III. This priority ranking is based on two simple criteria: (a) incidence of wasteland in the watershed; and (b) topographic position of the watershed with regards to the order of drainage. Watersheds in which wasteland represents more than 40% of the area and which are located in the first and second order of streams (i.e. the upper reaches) are classified as priority I and those where





wasteland represents less than 40% of the area and which are located in the lower reaches are classified as priority III. Combinations of > 40% wasteland and lower areas or < 40 % wastelands and upper areas are treated as priority II.

Step 2

The micro-watersheds would then be subjected to a second level of screening based on socio-economic characteristics of the villages within the micro-watersheds. The criterias used would include:

- % of ST and SC population (which should exceed 70%);
- land ownership patterns to ensure that micro-watersheds/villages where large areas of land are under the influence of a few influential families are not included in the priority list;
- presence of suitable NGOs willing to be Programme partners;
- key village characteristics:
 - social cohesiveness with strong community identity and a tradition of collective decision making;
 - respected and progressive leadership sensitive to equity concerns;
 - consensus in favour of women's participation in community institutions and decision making;
 - commitment to the principle of working towards self-reliance;
 - commitment to equitable sharing of benefits arising from Programme inputs;
 - willingness to make voluntary contributions for Programme activities and starting a Community Fund;
 - commitment to making community level decisions by consensus and establishing transparent systems for funds management;
 - willing to sign a memorandum of understanding accepting the above underlying principles of the Programme;
 - presence of degraded forest which nevertheless has the potential to be re-established and to yield productive benefits in short time.

In total it is envisaged that the Programme would cover more than 500 micro-watersheds comprising of about 1500 villages.

After identification and finalisation of watershed area and village under the project, FNGO staff initiates rapport building with the new villages.

b. Community Mobilisation

- o The community mobilization at the villages within the micro watershed will start with frequent field visits, night halts inside the villages, Conducting few entertaining exercises which will help them to understand the situation of the village
- o Visit the influential persons in the village or GP. Meet and discuss with PRI representatives. Share the project objective and arrangements
- o Assess the present status of existing community based organizations (with special reference to each type of credit and thrift based group) in identified village under watershed programme
- o Assess other stakeholders actively involved in developmental work for the area. Try to minimise





the threat if any sharing that it is a people centred programme. Community institution is critical all others are there for helping institutions to carry it out.

- o Initiate awareness campaign in the villages to share about the project outcome, design, major activities and proposed institutional set up by using effective tools (e.g. conducting street play, audio visual display, experience sharing by villagers of old projects, etc)
 - o Assess participation of resource poor family in the existing SHGs and status of left out families
 - o Assess ownership of land and water resources owned by the community
- c. Entry point activities:**

Entry point activity is a major activity which brings community's ownership to the programme and establishes mutual trust. The fund allocation for this is Rs.100000/- per MWS. During this activity, the FNGO will facilitate the community to take up low cost (small investment) but critical activity at the villages so as to address the immediate need of people. As the name envisages, this really gives an entry for the FNGO staff to the community. Broadly, the EPA activities include improvement of drinking water facility, village road repair, bathing place, community meeting centres, etc. ICRISAT in Andhra Pradesh has included analysis of soil samples of all farmers of a village under EPA. But activities should be taken as per need of the community. The approach of the programme is to plan as well as implement the activities through the communities in a participatory mode. So entry point activity gives the community a platform to take decisions on their own development and also boost their confidence to take up larger responsibilities. During these initial activities, the FNGO staffs will identify the potential community leaders to be promoted later for the programmes and are given few responsibilities.

2.1.2 Institution Building

Community based organisation structure and its promotion modalities

As per the earlier guidelines of MoRD, only four types of CBOs have been organized under watershed programme namely Self Help Group (SHG), User Group (UG), Watershed Committee (WC), and Watershed Association (WA). Based on the experience there would be other forms of CBOs relevant for the project. It appears that overall number of CBOs under OTELP plus may become too large and hence their sustainability may not be achieved within the limited period under the project. Hence proper sequencing of above CBOs may be worked out in order to build upon the previous efforts. Initial preference may be given to cover every family under women SHGs (one woman from one family). Village development association (VDA) will be the next most important institution which will take care of overall development of the village. These two institutions (SHG and VDA-VDC) will be the major institution (act as a foundation of all the institutions) which will continue sustainably even after completion of the project and significant focus would be given to groom these institutions to function properly. Afterwards as and when need arises members of all other CBOs (i.e. UGs, CIGs, federation of SHGs, etc.) may be drawn out of the above SHGs.

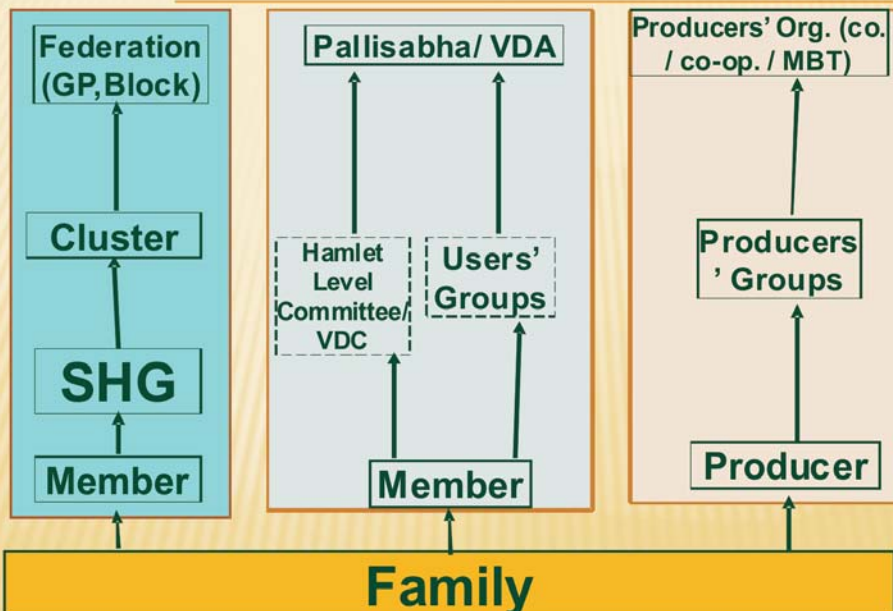
There would be 3 types of institutional mechanisms in the context of OTELP plus. They are

- **SHG based institutions** : SHG and its associated tiers e.g Cluster level federation , GP level federation
- **Village based Institution** : Pallisabha(VDA), Village development committee(VDC), Gaon Kalyan Samiti(GKS)
- **Producers Institution:** producer group, co-operative





Structure of CBOs



(Note: CBOs with dotted line are temporary in nature. Other committees in the village could be VSS, GKS, etc)

a. SHG based Institutions

Self help group (SHG):

In OTELP plus one woman from each household will be motivated to join into an affinity group of 10-20 members to form a Self Help Group, which would function like a support group to play different roles like mutual help, financial intermediation, livelihoods promotion and empowerment in its different stages of evolution. At present in many of the OTELP plus areas there are already existing SHGs in the area either promoted by ICDS or other NGOs, however many groups are not functioning as desired. So, initial effort would be given to strengthen existing SHGs and forming new SHGs to cover all the households. In OTELP plus context the SHG is a “support group”, enhancing the sense of “being” of its women members by helping the members to create a vision, explore and analyze their existential realities and extend mutual help in issues concerning their lives. With FNGO’s guidance and the members’ own experiences, SHGs can potentially play four key roles through the different stages of evolution: mutual help, financial intermediation, livelihoods enhancement, and social empowerment. Savings and Credit functions provide a context around which group develops trust and mutual support to reduce financial vulnerability and launch livelihoods initiatives.

During SHG promotion the following specific points will be considered for having quality groups under the programme:

- (i) Organization of women from each household of the project villages into SHGs;
- (ii) Special focus to include women members of poorest of poor category;
- (iii) Village Level Savings
- (iv) Weekly/ fortnightly meetings
- (v) Internal Lending
- (vi) Development of book writers at village level;
- (vii) Periodic monitoring by the SHGs regarding their maturity;
- (viii) SHGs as a support group taking up issues relevant to them, preparing an action plan and implementing them ;
- (ix) Mainstreaming of SHGs





in the watershed programme by involving them not only in micro-enterprises but also in natural resource development, livelihoods enhancement, execution of various works, management of CPR, etc. SHG would groom its members to effectively participate in various institutions and other developmental activities. SHGs may address not only developmental agenda such as forest development and water resource development (through other groups) but also other issues like education, health, alcoholism, violence against women etc. through collective action.

SHG federation

SHGs would be federated at three levels; village/ cluster¹, Panchayat and block level. Role of federations at various levels are as below

- Builds solidarity and creates an identity of the members in the area
- Peer learning
- Address the issues which one SHG cannot handle,
- Addresses common socioeconomic issues
- Influence mainstream for accessing relevant schemes
- Helps SHG to function properly.

Federations will facilitate additional functions to be performed which are beyond the capacity of individual SHGs such as collective marketing of produce; management of revolving fund, etc. Initially Cluster level federation (CLF) and GP level federation (GPLF) will be formed and strengthened to function effectively. In the later stage Block level federations (BLF) will be promoted.

b. Village based Institution:

Village Development Association and Village Development Committee at Revenue Village Level: As per the original design under OTELP village development committee (VDC) was constituted at micro-watershed level (which may consists of 3-4 natural villages). However during subsequent internal reviews it was recognized that there is a need to organize it in each village so that it can facilitate people's involvement in planning and execution of works in a more transparent manner.

Hence Village Development Association (VDA) will be formed at the revenue village level comprising all adult members of the village. The VDA will have to be registered under "The Society Registration Act, 1860". The revenue village level Association (VDA) is expected to function as a planning, approving and decision-making body. VDA would be groomed and empowered to play the role of a pallisabha; mainly it will approve the plan made by them and submit it to the Panchayat and other relevant departments.

Roles and Responsibilities:

- Providing a platform for collective decision making
- Planning of Village level activities
- Reviewing the detailed plan of the village and giving approval
- Implementing the activities as per the plan

³ A Cluster can be defined as an association of all the members from about 8 to 15 SHGs in a contiguous area roughly within a radius of 5 km. Preferably federation will be formed at village level, however in case of less number of households in the village it will formed be by taking 2-3 nearby villages





- Reviewing the performances against plan
- Reviewing the performance of other committees in the village
- Resolving inter- hamlet conflicts
- Information dissemination to the hamlets through Hamlet representatives
- Building linkages with Panchayat and other mainstream institutions

Membership:

All male and female members (more than 18 yrs of age or as modified by Govt. from time to time) of the village are members of this forum. The decision in the VDA can only be taken if at least 60% of the eligible members attend the meeting.

Frequency of meeting:

At least once in two months (however for smooth functioning of VDA and to maintain the regularity, effective sharing and review of all activities, monthly meeting is preferred)

Records and other documents to be maintained:

Meeting Register (all proceedings, details of plan, budget, etc), Registration copy, Cover file to keep documents, Sanctioned plan of all the schemes, map of the village.

Different committees under VDA

Village development Committee (VDC): After formation of VDA it would nominate few representatives to form Village Development Committee (VDC) which will function as an executive body of VDA. At least 50% of the members of VDC should be women. In the committee, PRI representative or ward member should be a member.

Major functions of this committee is to facilitate participatory implementation through UG, SHG, CIG, labour groups , execution of plan made by VDA. The VDC is expected to function in harmony with other CBOs existing in the village namely (i) the conventional village committee (which seems to be existing in many villages where NGOs have been functioning); (ii) informal indigenous institution which consists of persons like Gontia, Jani, Bari, Desari, etc to perform a number of social roles in the community besides management of community oriented natural resource; (iii) Self Help Groups, etc.

Type of members in the Village Development Committee (VDC)

Sl. No.	Type of representation	No. of participants
1.	Representatives from existing village committee / informal indigenous institutions/ PRI	1-2
2.	Representatives from each SHGs	2-4
3.	Representatives from the proposed UGs (who are likely to be associated with WHS or forest development, etc)	1-2
4.	Representatives from landless community	2
5.	Representatives of education committee / health committee/VSS	1-2
6.	Anganwadi workers	1
	Total	8-13





Village Social and financial audit sub-committee (VLSFASC):

A sub-committee is to be constituted by VDA for carrying out social and financial auditing of records and accounts at village level on a monthly basis. Under the project, a special significance has been attached to this sub-committee, which should be formed (as a part of the by-laws of the VDC) at the time of its registration under society act. Initial release of developmental fund to the VDC should be made only after constitution of above sub-committee. The primary responsibility of this subcommittee would be oversee the implementation of the programme activities through the VDC and intervene in case of any kind of a conflict related to selection of beneficiary, utilisation of financial resources, audit of financial and other records maintained by the VDC. It is essential to rotate the members of this committee in every year.

Village Education Committee (VEC) and Gaon Kalyan Samiti (Health committee):

These committees may be formed as per the guidelines of the respective department. While identifying the executive committee members, preference may be given to those who are having actual stake in the agenda, and to those who are already organized in SHGs. This shall help in improving the sustainability of the above committees. Needless to mention that capacity building of above committees is crucial for improving their functioning.

Community Managed Resource Centre (CMRC):

It is well known that external resource organizations are not able to provide desired level of follow up support to CBOs particularly after completion of project period. Hence it is essential to organize a community managed resource centre for each cluster of villages. These centres are to be governed by representatives of matured SHGs and to be used for providing need-based services to various CBOs under its jurisdiction on payment of service charges. Experience has shown that, with proper follow up support, the resource centres can become self-reliant within a period of about 5 years, at least with respect to their operational expenses.

Community forest management committee:

At present legal right to the community over the forest land and produces has been provided under Forests Rights Act. This process is facilitated by the palli sabha of the village which is named as Forest Rights Committee (FRC). This committee would recommend for settlement of the lands as within the legal framework of the act. Besides, the Vana Sangrakhan Samiti (VSS) are to be promoted to ensure the conservation of the forest adjoining to the villages within the framework of the existing rules of the state forest department.

c. Producers' group based institution:

After perspective planning of the area there may emerge few activities as a subsector and there is a scope for intervening in the value chain for realising more return to the farmers. A group is to be formed by taking all the members involved in same economic activity to carry out actions specific to that activity. They may be heterogeneous with respect to socio economic status. Generally producers group is involved in procurement of inputs, following standard production practices, marketing of produce and also learning from each other to enrich the efficiency of transaction in the activity. It has been experienced that SHG members participating in producers group are more disciplined and helps functioning of producers group. Largely this producers group are at village level; however it depends upon the activity and its point of intervention. These producers group are aggregated and may promote producers cooperative or company to get the benefit of economy of scale and sustainably carrying out the activity. Few examples of such activities are broiler poultry bird rearing, Leaf plate





making, etc. In some cases the value chain entrepreneurs may be promoted to cater various services and add value in the margin of the farmers. Alternately, sometimes they are termed as activity group, Common interest group (CIG), etc.

CSP (Community Service provider) Promotion:

To achieve the outcome of the project within a stipulated period of time and creating a mechanism by which it will sustain, there is a need for promoting local resource persons for reaching to more number of families, helping poor families to take up new interventions, providing various goods and services important for the activities, extending ones experience to others and sustaining the activities. This will also create employment opportunities for rural people in the rural area; however at present such opportunities are largely not available which requires creating a scope for the same. As per the project goal during the development of community, resource and livelihoods, it is experienced that such mutually dependent opportunities do exist. It is well experienced that such people are available in the local area and can be groomed to provide motivation, goods and services to the community in a long term basis. *Thus CSPs are persons who provide goods and services to the community (groups and individuals) as and when required to fulfil their goals.*

Based on the experience at present there is no ambiguity that the Community Service Providers (CSPs) are not extended arm of FNGO, but actually a pool of competent persons who are used by community, institutions and other actors in their movement toward a better future.

Looking at the sustainability, CSPs are categorised based on where they will be nested and paid; they are as below. Initially they may be supported till they become capable of providing required services, but it is to be clear to all the actors from the beginning that there is an allocated time for support from the project and after this it has to be self sustaining.

i. (In Institutions/ CBO level) Institution linked CSPs:

As already mentioned during the project period different type of institutions would be promoted which will require technical and managerial cadres to effectively address the objective of institutions. (e.g., account and audit service to SHG members, helping farmers on production or value addition of producer co operatives, etc.) They are selected by the relevant institution (institution pays them from the beginning) and trained. Initially institution may be supported to bear this cost till it generates revenue from the activity.

ii. (In Market) Market linked CSPs:

These CSPs are paid against the services to the individuals or to the group/s e.g.,

- (suppliers of) Supply of agro inputs like seeds, fertilisers, pesticides, agricultural implements, one day old chick, improved buck for goatery, animal feed, fish fry/fingerling for aqua culture, fish feed, silk-worm eggs, etc.;
- local aggregation including grading of produce connecting to larger consumer/distant markets,
- Services like (vaccine) vaccination, castration, wound treatment etc. (and medication) for livestock and Insurance agents
- Computer munshi system who provides service to the institution

They are identified by the community and FNGO, however these CSPs decide the enterprise and gradually they become as entrepreneur.

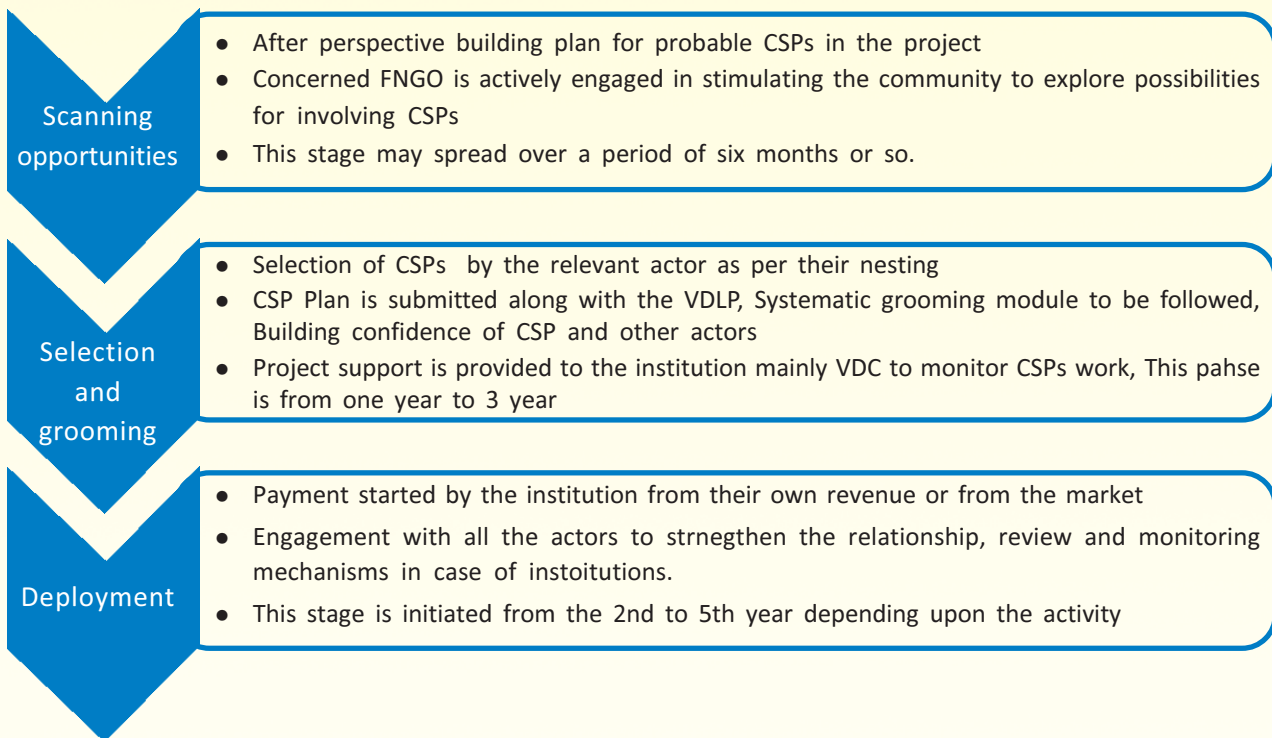




iii. Civil Society Organization (CSOs) and other mainstream institutions linked CSPs:

For taking up developmental activities in the area FNGO, PRI and other mainstream institutions would require personnel with expertise on community mobilisation and implementation of various developmental programme in the watershed areas. Community members having such experience should be identified and capacitated to work for the community in a better way. It is experienced that many CSOs and govt. departments are taking help from them.

- Resource persons: They are the persons who have gone through an experience and are in a stage to extend the same to others.-They generally help FNGO to motivate the individuals and groups by sharing and extending own experience. Mostly they are paid by the FNGO to do this work e.g expert farmers, SHG leaders,
- Work supervisors in public works programs like MGNREGS, Watersheds etc. (eg. *Rojgar Sewaks/Mates/Aajivika Mitra*) ; Community mobilisation and linking with public services like health, education (eg. *Jan Swasthya Karmi* etc.)



There would be systematic grooming module for the CSPs. Grooming would have two phases one is foundation course which will be applicable to all the CSPs and second is specialized course which will vary as per the activity they will engage with. Foundation course would cover the following aspect

- o Visioning and role clarity
- o Mobilizing Group Resources and Interpersonal Skills
- o Entrepreneurship (Achievement) Motivation
- o Functional Skills: Project Planning and Business Appreciation

Specialisation trainings would depend upon the activity in which they would be engaged. Initially for one year Community mobilisers/CSPs cost would be given to FNGO. However, later in course of implementation of the programme the CSP/ CM will be managed by the respective VDC. The VDCs will allocate work for these CSPs and link payment incentives to their output and performance.





Perspective Building

Key elements:

- Area and family profiling
- Baseline data collection
- Analysis and problem identification
- Identification of opportunities and intervention

A perspective plan around the OTELP areas needs to be developed for 8-10 years down the line. This helps in setting direction and clarifying relevant issues. The FNGO needs to identify the future area of operation including number of GPs, families around their current operational unit. The broad plan will map the existing I-P-R (Institution – People - Resources) relationship, changed IPR relationship and formulate broad strategy and approach to reach at the changed relationship.

The steps for perspective building would be as below:

3.1 Area and family profiling:

- Perspective operational area of the FNGOs: the FNGO need to finalise its perspective area of operation, number of GPs, families etc. to work within 8-10 years down the line. Divide the area into smaller sub-areas based on geo-physical, socio-political conditions.
- Distribution of assets and wealth amongst the area.
- Profiling and categorizing target families using the *5A (Asset, Access, Assurance, Abilities and Attitudes)* framework. Give a projection of numbers of different categories.

3.2 Baseline data collection and Multi dimensional poverty analysis:

- Collect information from secondary sources on demographic situation, land holding pattern, land records, type of land (forest, cultivated, fallow, etc), Literacy rate (male and female), etc. This will help to triangulate the data
- Randomly identify 25% of the total project villages.
- Through PRA or FGD identify major developmental challenges of the village, livelihoods pattern of the families, Status of resource base, etc
- Following information are to be collected during the process for the preparation of the village development and livelihoods plan (VDLP)
 - o Gap in production of major existing crops with respect to its potential
 - o Livestock mortality status and major problems of livestock





- o Issues of land resource
- o Irrigated area
- o Exiting harvesting of run-off and ground water table
- In each village data of all households covering different categories are to be collected. Each category wise following information (5A framework) is required
 - o Livelihoods pattern
 - o Income and expenditure pattern of families
 - o Major concern of the families
 - o Aspiration of the families and visualised state
 - o Resource status of the families
- SWOT analysis of each activity of the family is to be done.
- Map a problem tree of major concerns of the community

3.3 Identification of opportunities and intervention

Once major problems has been identified, generate options to address this

- Identify the areas where the gap is high and relevance is more to the community e.g. food availability and yield gap of cereals
- Identify a few livelihoods activity sectors that would unleash the potential of the area and its people, create significant impact in terms of expanding the reach and offer economic benefits. Trend analysis vis-à-vis sectors.
- Develop plan of intervention and changed scenario of the each categories of families
- See who are left out and mention what special efforts / attention / provisions needed.
- Stakeholders analysis – who can do what
- Mention major strategies and approaches
 - o Resource mobilisation
 - o Technology
 - o Collaborations
 - o Peoples organisation/institutions

In brief, at the end, the following is achieved at this stage:

- o Major developmental challenges
- o Category family wise plan of intervention and changed scenario
- o Major activities/ themes in the area in the context of project goal
- o Subsectors relevant to it
- o Suitable peoples institution mechanisms and CSP promotion strategy

Delineate areas that would be given priority with a time frame and projection of an overall number and investment of human and financial resources required. Have an understanding of the large area, based on broader secondary data available; find out the broad patterns of development, major developmental challenges and key constraints.





Rights and Entitlements of Tribal

Key elements:

- Legal right over the occupied land
 - Forest Dweller act (FDA)
- Right to wage; MGNREGA
- PDS
- PESA Act

With the current scenario of focus in right based schemes and relevance of different schemes in the area project focuses on empowering community to access the various rights and entitlements which legitimate claim to them. Few important rights relevant to the project area are mentioned below.

4.1 Legal right over the occupied land

- Farmers in tribal areas have occupied considerable Govt land not belonging to them for two main purposes (i) permanent cultivation and (ii) shifting cultivation
- Lack of clarity about legal rights on above lands have become a critical hurdle in making project investment on developmental interventions
- Hence allocation of legal right has been considered as a formal agenda under the project which involves pro-active facilitation on priority basis
- At this stage greater emphasis regarding legal right is to be laid on dispute free non forest Revenue land. In case of land with forest kizam, similar efforts may be made, as feasible under the existing law.
- Priority may be given to facilitate legal right to eligible families over the eligible land within the framework of available laws like Forest Rights Act.

The following specify operational steps, which may be adopted for facilitation of legal right on different types of land

- A legal literacy course may be arranged for FNGOs, CBOs, etc regarding the scope and limitation of land rights as per the existing laws
- A block level Community Resource Person may be identified and trained to support the local revenue officials for conducting a detailed survey of common land (as per ROR) and identify which of the eligible lands have been occupied by eligible families





- At that stage, the revenue department (at block / district level) may be approached by the CBOs for settlement of above cases adhering to the norms set by the revenue department as experienced under OTELP with support of concerned resource NGO.

4.2 Right over various govt. schemes including the social security schemes

- a. **MGNREGA:** 100 days of wage (unskilled) per family per year for livelihoods security or no. of days of wages to be changed by Govt. from time to time.
- b. **Indira Awas Yojna:** The families living below poverty line (BPL) in the rural areas will be supported with a house. The financial support in the tribal sub plan area and area affected with LWE will be as per Govt. norm.
- c. **Annapura Yojna:** Individual with more than 60 years of age and not covered under any old age pension scheme are eligible for this scheme. The support under the scheme is 10 kgs of rice per month free of cost or quantity of rice to be changed by Govt. from time to time.
- d. **Public Distribution System (PDS):** This programme provides essential household commodities like rice, sugar, kerosene, and wheat to the consumers in highly subsidised price. The families living Below Poverty Line (BPL) are eligible to benefit from the programme.
- e. **Mid Day Meal (MDM):** All the children studying in primary school will be provided with cooked meals daily during afternoon break. The state government has fixed a day wise menu of food items to be served to the children.
- f. **Janani Surakhya Yojna (JSY):** This programme provides institutional and financial support to the pregnant women above the age of 19 years for delivery in a hospital. The institutional support services includes provision for transport to the hospital, regular health check up by the ANM or local hospitals, 24X7 health support in any hospital. Institutional delivery etc. The financial support is Rs.1400.00 per delivery in rural areas for a maximum of two deliveries or amount to be changed from time to time by Govt. In this case of support of ASHA (Accredited Social Health Activists) should be taken.

Besides, there are many more development programmes and social safety net schemes run by the state and national government for the benefit of the poor people which are to be tagged with the eligible beneficiaries families.





VDLP Preparation and Implementation

Key elements:

- Pre planning process
- Planning process (VDLP & AWPB preparation)
- Implementation modalities

5.1 Rationale of empowerment centered planning process

- In the beginning watershed development went through the structure driven approach for soil conservation and rain water harvesting. Subsequently livelihoods has been in the focus. However at the present time watershed models are developed giving priority to empowerment of the community & stakeholders so that programme operate not a supply driven programme but a demand driven programme. But, when these programs are extended into the tribal regions, the plethora of problems related to ownership rights on land, forest, water and other natural resources, and historical exploitation of the adivasis hamper any meaningful initiatives on developing natural resources or livelihoods.
- The cultural identities and the knowledge systems also are unique to these regions, which are plagued by historical neglect of public infrastructure. It is in this difficult context that Odisha Tribal Empowerment and Livelihoods program is conceptualized to make an impact.
- In the recent past many Govt schemes even though are designed to address the concern of the poor; largely it is not sustainable. In this situation there is a need for empowering community to raise their voice and get the appropriate rights and entitlement.
- For the purpose of action plan preparation, the following two questions arise (i) how to get the above dimensions in the traditional watershed development plan (ii) how to evolve a planning process that empowers people rather than treating them mere responders of data generation exercises and (iii) how to come up with a plan which can bring convergence of relevant provisions available to the community.
- The micro planning or local level exercise typically results in (i) capacity building of the community; (ii) awareness on various aspects from human health to natural resources; (iii) strengthening existing institutions (by facilitating a reflection on their performance) or formation of new institutional norms; (iv) a very exhaustive base line survey including detailed maps; (v) Identifying opportunities and suitable intervention at household level and village level(vi) a community owned action plan preparation(vii) Clarity on plan submission, approval and implementation.





Before going for micro level planning the facilitators should be trained properly to develop micro level plan. The objectives of such trainings are (a). to enhance knowledge, skills and bring about attitudinal changes with a view to improved competency in developing micro level plan. (b) to internalise the process of micro planning in their day to day work to make to the programme sustainable and (c) to learn and apply participatory approach and methods in process of micro level planning involving the local people.

5.2 Pre planning:

This is a preparatory stage before conducting planning exercise

S.N	Steps	Purpose	Duration
1	Orientation to FNGO staff on planning process including formation of core team and capacitating them.	FNGO staff understands the importance of participatory planning and made a detail action plan	2 day for 50 MWS
2	Collection & Analysis of secondary data	Analysis of information from the secondary sources which would help in triangulating the data later on	A period of 10-15 days for 10 MWS
3	Exposure cum orientation meeting with PRI members, VDC representatives	Visualize the impact of the project and Identify their contribution on this	6-7 days for 10 MWS
4	Orientation to community on various schemes	Community understands the basic provisions available and could relate its relevance in their life. (Especially on Legal rights on occupied land including FDA, MGNREGA and other 2-3 important provisions)	2 days per VDA

- 1. Orientation to FNGO staff on planning process:** ITDA or consortium of FNGOs would organise an event (within 1 to 1.5 years after the initiation of the programme) to orient on the planning process and emphasise the importance of VDLP. Detail plan is also worked out for carrying out the planning exercise. In this process core team of the FNGO is formed and capacitated.
- 2. Collection & Analysis of secondary data:** The secondary data are to be collected and analysed before starting PRA exercises so that it becomes easier to triangulate the information as well as to reconcile the variability. At the initial stage three types of data may be called namely (i) land record as per ROR, (ii) revenue map of the village, (iii) other relevant statistics about the people and the livelihoods.

Information on land records may be collected from the office of Tahsildar and entered into the computer in order to reclassify the information as per the following four criteria: (i) survey/ plot





number wise information; (ii) House hold wise information as per alphabet, (iii) land kism wise information and (iv) land ownership wise information. This shall subsequently help in carrying out planning exercises for development of respective resources.

The revenue map can also be obtained from the Tahsildar office along with the land records. An enlarged 3 copy of above map may be prepared in such a way that the following three types of information are indicated through separate indices / colours (i) ownership wise plots, (ii) land kism wise plots, (iii) land use wise plots, etc. This type of classification shall be helpful in carrying out PRA exercises in a proper manner.

Other relevant statistics may include information on the following aspects namely (i) demographic data and (ii) existing status of agriculture, horticulture, livestock and fisheries

3. Exposure cum orientation programme to PRI members and Selected VDC representatives: This exercise helps the leaders to be excited about the project outcome. At the end of the exercise they find a meaning in the work and articulate their role in bringing the desired change.

4. Orientation of community on various schemes:

Community would be oriented about the provisions under various schemes as mentioned in earlier section. Land literacy session may be organized for the community about the scope and limitation of settling land right related matters under the project. Afterwards the community may be thoroughly oriented about the existing land record (as per ROR) by arranging the above data in five different ways viz. (i) plot wise data, (ii) Khatian wise data, (iii) family wise data, (iv) land kism wise data, (v) ownership wise data (since one or other types of data would later on be used for carrying out planning of different components)

5.3 Planning Process:

The main features of the above planning process are as follows:

- (i) a team needs to constantly interact with the villagers in each of the watershed villages for about 50 days;
- (ii) the planning process is de-linked from programme budgets as the community is facilitated to access resources from various mainstream programs;
- (iii) there is a broad consent taken from the community on the amount of time they have to invest and that they have to show the team a place to stay in the village as well as arrange for a cook;
- (iv) a series of thematic exercises are planned using several participatory methods;
- (v) every day / evening the community sits together and deliberates on one or two thematic issues based on a mapping exercise;
- (vi) after the above meeting, the facilitator tabulates the data generated and makes an analysis in the next day meeting. Based on the analysis and points emerging there off, an intensive discussion is facilitated with the community on (a) diagnosing the problems; (b) analyzing the experiences / options; (c) arriving at solutions and; (d) fixing the responsibilities;
- (vii) the above sequence of - participatory exercise → synthesis → presentation → intensive discussion by community → arriving at action points results in to a much debated action plan on the specific theme. Community's own initiative is at the center stage in this process of evolving action plans;





(viii) a broad range of thematic areas are to be explored – on demography, education, health, infrastructure, markets, land rights, indebtedness, vulnerability, agriculture, natural resources, water, forests etc. In the above planning process, PRA tools are extensively used not merely for collection of data but also for intensive discussion with community to take decisions about action points as well as to identify responsibilities for follow up actions. By and large seven types of PRA tools are used in the above planning process. It includes (i) historical timeline, (ii) social mapping, (iii) resource mapping; (iv) chapatti diagram; (v) seasonality; (vi) transect and (vii) focused group discussion.

The above participatory planning process has the following 10 steps:

SN	Steps	Purpose	Duration(per village)
1	Orientation to VDA on planning process	Villagers are aware about the process and outcome of the planning event to be conducted in the village	½ day
2	Participatory exercises and Baseline survey	To get an idea about the village and Household profile which helps in planning and also will help in impact assessment	2-3 days
3	Resource and ownership Mapping	To get an overview of the available Resources and land ownership of the villagers	2 days
4	Problem Identification	To define and analyze the problems for each patch of land and other resource	
5	Exposure and option visualisation	Could relate suitable options to address the problem or potential of the resources	1 day
6	Visioning exercise with the families	SHG helps its member to articulate the visualised state of the family and women. It is captured and quantified wherever possible.	1 day
7	Compilation of data and sharing with community, Option generation and prioritisation	To generate a number of alternatives for each resource to deal with the problems	1 day
8	Plan for Poorest of the Poor (land less and vulnerable families)	Have a specific plan for landless, vulnerable HH and women	
9	VDLP finalisation and budget preparation	To scrutinize the options generated that are economically viable and socially acceptable and to prepare the overall budget by consolidating all the plans and preparation of annual work plan and budget	2 day
10	Approval from the VDA/Pallisabha	To get a formal approval of the plan and budget	1 day





Orientation to the VDA on planning process:

Base line surveys are done to assess and measure progress and to assure the availability of qualitative and quantitative data. This gives a first in site into overall bio-physical (soil + water + bio-mass) and economic situation of the village or watershed. The quantitative data in a baseline includes socio economic data on production, yields, population, education and so forth. But the qualitative data in the survey is not measured in numbers, but in terms of efficiency, satisfaction, effectiveness and other related criteria. Before starting the planning exercises, community is to be oriented properly about (i) main features of the planning process as well as tentative schedule to be followed during action plan preparation; and (ii) roles and responsibilities to be assumed by outsiders as well as insiders, etc. Each household in a village will be required to devote about 60 to 80 hours time within a span of about 50 days. This facilitates intensive discussion. Towards the end of the micro-planning exercise, the community will pass a resolution for Palli Sabha to accept the planning report. The plan documents along with the maps will be left with the village community.

Participatory exercises and Baseline survey:

A series of thematic exercise that generates data on the theme at the individual households (or the village natural resources depending on the case) and helps the community in identifying the issues. These exercises span for about 15 days – around two exercises per day. The themes include age wise data of families, food security data, Labour availability, health, education status, land ownership and land rights, Livestock data with its mortality, soil health, Crop production data, including value addition and marketing, Water resources and irrigated area, depth of ground water table, Forest resource and major NTFPs, existing institutions, Sample families detail income expenditure data, etc. Each exercise will result into developing a base line at household/ village level and identification of problems and issues where necessary, household wise databases are collected through questionnaires. The facilitating team prepares a write-up on the discussion at the end of each exercise and before starting of the next exercise, which would be reviewed during the next day's exercise.

Resource and ownership mapping:

Some village level workers are trained in this exercise. The exercise carried out along with the farmers generates plot wise database on soils, land use, agriculture, trees and land rights etc in the cadastral map of the village. A compilation of this high resolution plot wise information will give a detailed village level maps and database on natural resources. In the resource map pattern of ownership is mapped to prioritise the interventions. This exercise may span for about 1 day per village

Problem identification:

The process of analyzing and delineating the problems for each patch of land and other natural resources is called problem identification. The problems may be soil erosion in uplands, lack of irrigation, mortality of livestock, degeneration of forest resource, free grazing for not doing agriculture, etc. This is required for generating alternative options to overcome these problems for respective patches and enhance livelihoods sources of the family.

Exposure or option visualisation:

Once a detail analysis is done in the village, then selected members from the village were taken for an exposure to see relevant options to address the problem. So it is always preferred to have exposure to the places of similar context. This exercise may be done beforehand. Sometime other audio visuals





or farmers sharing may be adopted for showing potential use of resources and addressing the problems of the community

Visioning exercise: SHG helps its member to articulate the desired state around which group and member would try to achieve. Each member reflects on their life and resource and share what she wants to achieve in a period of 3-5 year. Each member wise aspiration is captured.

Option generation and prioritisation:

Compilation of data and sharing, information with the community are to be done. Based on all the information, various options are generated for each patch and resource of the families. Once all the options are generated, families and villagers prioritise the intervention and finalise the point of intervention.

Plan for POP families (landless, women and vulnerable families):

A separate plan is made in order to ensure the inclusion of the most downtrodden section of society in the process of development. This ensures that the pro-poor focus of the programme is retained. This plan is prepared simultaneously and alongside the general plan. This planning process can be initiated where women and other vulnerable families can voice their problems they face. Some of the programmes may be drinking water, sanitation, goat rearing, specific trading activity, etc. Share the provisions in the project especially for this purpose.

5.4 VDLP and AWPB finalisation:

VDC with the help of FNGO scrutinise the plan and look at economic, social, scheme wise and technical feasibility of the activity and suggest any changes if required. All the data are entered in a family card which captures families' resource base, aspiration and its plan for 3 year with year wise break up. Then FNGO staff compiles the activities, prepare an estimate for the same and identify suitable source of fund for respective activity. Broadly year wise plan and budget are prepared by the VDC. Each source wise plan sheet is prepared.

The annual work plan and budget (AWPB) will be prepared on the basis of VDLP and will consist of detailed design and estimate of specific structures / measures which are to be implemented during a particular year under each component and sub-component for which allocation of fund has been made under the project. This includes developmental components (namely natural resources, livelihoods, marketing, etc.) as well as management components (namely organization of community, capacity building of different stakeholders, etc.). There is however considerable flexibility in adjustment of fund for sub-components dealing with natural resource development (which includes land, water and forest) as well as livelihoods development (which includes land based livelihoods and non-land based livelihoods). Preparation of above AWPB (for each component and sub-component) would help not only in proper management of project but also in convergence with other schemes in a transparent manner. Details about implementation of proposed interventions through project fund as well as through convergence with other schemes are also to be clearly spelled out based upon the indicative commitment from the concerned organization. The annual workplan and budget should invariably contain programme through convergence and source of funding. Programme under convergence should be prepared as per modality of concerned department. The AWPB should be prepared atleast 2-3 months before start of a financial year.





5.5 Approval of VDLP and AWPB:

A special Pallisabha is organised to approve the VDLP and AWPB with prior notice to all the villagers, PRI members and other persons as per the pallisabha requirement. VDC presents the whole plan before the Pallisabha. Plan is approved with inputs from the Pallisabha. Feasibility of AWPB is thoroughly looked into, so that it is implemented properly after sanction of the project.

5.6 Other important aspects to be looked in VDLP and AWPB

- While preparing perspective plan of the Village the community may be encouraged to not only develop an overall shared vision, but also identify specific landmarks for each of the three phases (i.e. participatory phase, main implementation phase and consolidation phase) so that project achievements could be reviewed by the community itself in the light of the shared vision.
- The draft VDLP should be completed within 18 months from the date of MoU of the FNGO with OTELP, so that about 5% of the planned activities can be demonstrated during probation period. The final VDLP should be developed and approved by end of the probation phase so that it provides a basis for preparation of AWPB during the main implementation phase.
- Towards the later part of the probation phase the villagers will be facilitated for planning and implementation of programme in a smaller area of about 25 Ha or so for generating working experience. Based upon the working experience with the above plan, the proposed interventions during subsequent years may however be modified.
- Approval of VDLP & AWPB is to be accorded at different levels. This consists of three types of approvals namely social approval, technical approval and administrative-cum-financial approval. Social approval is to be done at village level in a democratic manner.
- Subsequent approval of VDLP of a micro-watershed (which involves technical, administrative and financial approvals) should be given by the ITDA based upon the scrutiny at the level of F-NGO and recommendations by the respective Consortium and SMSs. This becomes the basis for approval of AWPB during each year.
- Technical approval of AWPB should however be given at two levels (i) by respective Experts/WDTs (with FNGO) and (ii) by respective SMSs at ITDA/Experts at consortium level for proposals depending upon the financial delegation made by the respective line departments time to time. Likewise the administrative and financial approval of AWPB should be given at two levels namely (i) by FNGO representative and (ii) by PA, ITDA for proposals depending upon the delegation of authority made by the respective line departments time to time.
- AWPB should be discussed and approved in DPMC under the Chairmanship of Collector of the district. All the district level officers can give their views on convergence programme. This should be completed atleast one month before each financial year. Any change in AWPB by DPMC should be intimated to Pallisabha immediately.

5.7 Implementation modalities:

Once the plan is sanctioned, three office bearers are selected by VDA to become signatories of the Bank account and VDC is registered under society registration act. Then the VDC opens a bank account in the nearest bank branch, through which they will channelize the fund for sanctioned activities.

At the village level, the VDC engage in a process of weekly planning (activities to be carried out, which is a part of the overall plan). They decide on the work that needs to be undertaken in the following





week, the money required for the same, the person(s) to supervise the work, etc. They consolidate the weekly indent of village, withdraws money from the bank. Community Service Provider (CSP) appointed by the VDA looks after the work, take measurements, and prepare the muster rolls / bills.

The VDC meets weekly for the purpose of payment for the works done or advances, review the work progress of the previous week, planning for the coming week, estimating the money required. Bills/ muster rolls against the advances and expenditures are collected in the meeting. Labour payment, payment to the CSP and all related payments is made by the VDC. Advance payment should be avoided.

The VDC accountant maintains its accounts and records like minute’s book, cash book, ledger, vouchers, cheque register and stock register. S/he also checks the measurements and bills. The PEC accounts are subject to an annual audit.

A series of training programmes are conducted at various levels (e.g. VDC members, supervisors, accountant, CSPs, farmers, etc) for smooth implementation.

Following is the major task for smooth implementation of the plan.

Task	Sub-task
Mechanism of fund flow	<ul style="list-style-type: none"> • Registering VDC • Selection of functionaries • Operation of bank account and fund flow modalities • Management of fund related to contribution and revolving fund
Implementation Procedure	<ul style="list-style-type: none"> • Structural models having technical / financial sanction / approval by the competent authority for fund flow • Book keeping(Cash book, ledger, field diary, stock register, asset register, Utilisation certificate, etc) • Preparation of Monthly indent by the VDC • CSP give lay-out in the field • WDT engineers / expert does the measurement of the earthwork done and prepare bills
Capacity Building	<ul style="list-style-type: none"> • Weekly payment and bill settlement • Capacity building of VDC members
Monitoring Mechanism	<ul style="list-style-type: none"> • Capacity Building of accountants and CSPs/GS of VDC • Monitoring at VDC level (weekly) • Monitoring at VDA level (once in two month , once in a month from January – May) • Social Audit at village level

5.8 Mechanism of fund flow

Registration of VDA & VDC

Village Development Association at revenue village level (as elaborated in previous sections) will be registered under the Societies Registration Act 1860. This registration of the society will be made at





the level of district. The FNGOs will facilitate the preparation of the memorandum of association and by-law of the society with consultation of the community members. The structure of the executive committee i.e. Village Development Committee (VDC) shall be explained in detail in these documents. The selection procedure of the VDC shall be democratic and one third of the members shall be rotated in every three years of time period.

The VDA shall have a President who is the leader of the association. He will be supported by one Secretary to do the day to day business of the association. It is desirable to give one woman representative out of President and Secretary. Rotational leadership for President & Secretary should be developed and VDA may select them from time to time. The VDC shall have multiple meetings in a month where the approved decision of the VDA shall be executive. The VDA will meet once in every month to review the progress of implementation of previous months, plan for next month and also give approval of the expenditures incurred during the previous months.

Operation of bank accounts and fund flow at community level

- As per the decentralized institutional set up under the project, one savings bank account in the name of the VDA shall be opened and be operated by the President and Secretary of the VDA. This bank account will be meant for receiving funds from the ITDA towards various components under the programme. The release of funds to the VDA shall depend upon their approved Annual Work Plan and Budget and utilisation pace of the funds. Preferably, funds will be released quarterly to avoid delay of implementation of the activities in the villages. However, the funds can only be released after a due demand in written form, from the VDA to the ITDA through the FNGO/ Consortium of NGO). Besides this savings bank account, another two savings bank account will be opened for the purpose of receiving funds under Rural Financial Services (RFS) for revolving fund and seed money and Village Development Fund (VDF) to keep the contribution and user fees collected from the beneficiaries. The RFS bank account will be operated by the women SHG federation at the village level and VDF bank account will be operated by another two community members to be selected by the VDA who are not the members of the VDC.
- The fund in savings bank account is meant for five types of sub-components: (i) land and water management; (ii) participatory forest management; (iii) agriculture and horticulture development; (iv) livestock and aquaculture production; (v) rural financial services; and (vi) community infrastructure. The fund for all the items except rural financial services is to be used on the pattern of one time expenditure and hence it shall be retained in the same account for utilization by VDC towards the respective items. However the fund for rural financial services is to be used as a seed money and revolving fund, which will further be transferred in the RFS bank account with the federations of women SHGs. This amount shall be used for the following two purposes (i) strengthening of micro-enterprises and (ii) up scaling of successful experiences under agriculture, horticulture, livestock, aquaculture, etc. If needed additional provision under revolving fund may be created for the above purpose, which is to be used as a micro-finance fund through the federation of SHGs. It may be noted that funds under convergence through agriculture / horticulture / PR Deptt. may not come to VDC Account and operational guide line for implementation of convergence. The programme will be issued by PSU, OTELP from time to time.
- Any other cash collected through donation / contribution / recovery of fines/ user's fees for service rendered, etc shall also be deposited in the village development fund.





- After the receipt of funds (by VDC from ITDA), a meeting of village level general body may be organized to announce not only the receipt of the above fund but also to work out modality for implementation of works on monthly basis. The funds so received would be used for the following three major items (i) developmental works (as indicated above); (ii) administrative cost (for CBOs) and (iii) rural financial services. By and large the fund for developmental works will be used as one time grant. The VDC will transfer this fund (through a cheque) to the concerned UGs / SHGs (against the completed works) as and when needed. The fund under administrative cost shall be utilized by VDC. The fund under rural financial services is meant for SHGs to be used as a revolving fund. At any point of time, the demand for further funds shall be sent only after utilization of more than 50 percent fund released up to the previous release. It shall be supported with up-to-date physical and financial progress as well as details about proposed area and families with whom the investment is to be made during the next quarter.
- The half yearly implementation plan from VDC may include items pertaining to all the six types of sub-components (as indicated earlier). The fund for 3 items namely (i) land and water management; (ii) participatory forest management; and (iii) community infrastructure will be utilized through direct payment of wages to labourers engaged in construction of a particular structure or through payment to input suppliers as per the design and estimate of the structure. The fund for two items namely (i) agriculture and horticulture development; and (ii) livestock and aquaculture production will be used for organization of trials and demonstrations on new production technologies. This fund shall be used as a grant towards purchase of only new inputs identified under the respective action plan for enhancing the productivity of about commodities.

Management of funds related to contribution and revolving loan

- The cost sharing approach has been adopted under the project for collection of beneficiaries' contribution. The percentage of contribution should be fixed by the community depending upon the landholding of the households and the nature of assets, being created. In case of community oriented works / measures, at least 10% contribution must be ensured from these households. In case of individual oriented works / activities, the VDC must negotiate with the community and facilitate as much contribution as possible but not less than 10%. A general norm should be agreed on contribution prior to starting the planning process.
- A special care should be taken to see that the proposed contribution is collected from actual beneficiaries of the work. Under no circumstance the labourers (who are engaged as labourers only and are not directly benefiting from the work as a member of the concerned user group) would be asked to pay the contribution. It is desirable to ask direct beneficiaries to pay at least a part of the contribution in advance (say one forth of the proposed amounts of contribution) which could be paid as cash or in kind or as labour wage. In case direct beneficiaries are also working as labourers for execution of the proposed structures / measures, the contribution can be collected by deducting the amount out of wages of direct beneficiaries.
- As discussed earlier revolving fund is to be used for (i) strengthening of micro-enterprises and (ii) up scaling of successful experiences in agriculture, horticulture, livestock and aquaculture production. The required expenditure will be met out of the fund for rural financial services. This amount shall be released by federation of SHGs to the SHG, whose demand has been placed by the SHG along with the necessary approved plan of action for utilization. Afterwards the SHGs will refund the amount (in the revolving fund account) in easy equal instalments as would be fixed by the federation of SHGs. SHGs shall charge a nominal rate of interest on the above fund





from individual members, part of which shall be retained by the concerned SHGs and remaining interest shall be deposited (along with the principle amount) in the above revolving fund account.

- Initially the revolving fund account shall be operated by VDC separately in each village. Afterwards this account may be maintained by the federation of SHGs (preferably at micro-watershed level).

5.9 Implementation procedure

After receiving the funds from ITDA the VDC shall start assuming primary responsibility for implementation of various works. There are 5 specific aspects which require special attention during implementation phase (i) maintenance of records and accounts; (ii) recovery of revolving fund; (iii) social and financial auditing by the sub-committee of VDA; (iv) facilitation of group action / conflict resolution; and (v) transparency in all transactions at village level

- **Maintenance of records and accounts:** Records and accounts are to be maintained at FNGO, and VDC levels as per the modalities evolved basing on a consultative discussion among all FNGOs, ITDAs and PSU. These records shall provide the basis for preparing various progress reports, demand for release of funds, auditing of accounts, etc. Annual auditing of accounts of VDA is required under the society registration act.
- **Adoption of standard registers and reporting formats:** The maintenance of records and preparation of progress reports are to be done at village level as per the standardised records and reporting formats prescribed by the PSU. This will make it easier to consolidate the information at different levels as per the required programme components. The FNGOs initially to facilitate the community leaders and provide handholding support for maintenance of the records. It is also essential to ensure by the FNGO that the records are maintained properly and accessible to all the stakeholders.
- **Modality for securitization of vouchers: Regular scrutiny** of vouchers from each village must be carried on weekly basis by a representative of FNGO (through the expert accounts and data management) before entering the information in cash book, case record, etc. Afterwards these vouchers may be certified on monthly basis by a representative of the auditor/ internal auditor appointed by the ITDA/ PSU. This shall help in enhancing authenticity of data while preparing monthly progress report besides facilitating annual auditing in time. The voucher based monitoring system for reporting of the expenditure are to be adopted at VDC and FNGO level so that audited vouchers could be directly entered into computer and monthly reports could be printed out concurrently. This shall minimize the error and reduce workload of CBO at the village level.
- **Facilitation of Group Action and Conflict Resolution:** Facilitation of group action and conflict resolution is another important requirement for sustainable development of resources particularly those which are community oriented in nature. This requires a high degree of sensitivity towards social aspects as well as clear understanding of technological interventions. The required social action for any intervention may be completed before starting its implementation. The Village Level Social and Financial Audit Sub Committee shall resume the responsibilities in facilitating the group action and conflict resolution at the village level.
- **Transparency in all transactions at village level:** Implementation of works should be started only when the particular user / user group is willing to come forward and has agreed to pay the required contribution. As the majority of the funds under the programme are to be routed from the MGNREGS, proper management of the labour force and yearly labour estimation shall be done by the FNGO along with the community to ensure availability of labour during the work





without disturbing the labour force demand for the cropping season. Issue of job cards to each family shall be ensured by the FNGO. The contribution shall only be collected from the beneficiaries of the activity not from all the labours who worked in the activity.

▪ **Few General Guideline in Finance Management:**

- i) Payment to be made both to the wage earners and private / government agency through account payee cheque.
- ii) Agro inputs and materials for land and water management should be purchased from rate contract firms / authorised dealers / Govt. sources at Govt. approved rate as per guideline issued by PSU / OTELP.
- iii) Community must be involved in all the purchases of agro-inputs and other materials.

This step would help in empowering majority of members in the community rather than a few influential people; improving participation of resource-poor families in the programme, etc.

The following ten (10) specific steps may be taken for facilitation of transparency in the programme:

- i. painting wall posters on important aspects like annual plan, key features of the scheme, Minimum Wage Rate, etc.;
- ii. organizing several rounds of open meetings with the community in initial stages to orient the members about the project approach, modalities, etc.;
- iii. introducing formal application system for receiving proposals from the participants;
- iv. carrying out payment through cheques to respective stake holders particularly for water harvesting structures which involves higher cost;
- v. preparing technical estimates for each work in consultation with concerned users;
- vi. ensuring collection of contribution from concerned users before starting implementation of work;
- vii. making full payment to labourers as per Minimum Wage Rate;
- viii. organizing frequent meetings of VDA to review physical and financial progress during implementation phase;
- ix. facilitating VDA to become a decision making body while VDC to work as its executive body.
- x. Ensuring social and financial audit of works on a monthly basis by VLSFASC.

Flexibility during Implementation Phase

- OTELP Plus programme is time bound and hence setting the targets is essential not only to complete it in time but also to provide a mechanism for proper review and monitoring. Under the participatory approach active involvement of large number of stake-holders is to be facilitated in the programme; transparency is to be maintained; and also contribution is to be collected from actual beneficiaries. Hence, completion of the works as per target may not take place in some cases. It is, therefore, essential to introduce certain flexibility in overall management of the programme. The following specific provisions may be considered in order to promote the desired flexibility.

During implementation phase different villages show differential rate of progress which may be due to differences in their maturity and response to the participatory approach. Certain degree





of differences in progress would not matter as it can be made up subsequently. However, if in some villages the overall progress is too slow and if the funds are likely to be underutilized, it would be advisable to shift the funds to adjoining villages preferably under the same FNGO rather than attempting to achieve financial targets in the existing watersheds without observing the contributory norms, transparency etc. Such an arrangement would itself bring seriousness among Committee members and the need for shifting the budget may be minimized particularly if the progress is properly monitored on regular basis.

There is a tendency to prepare detailed plans of the village for the entire area and also for all the proposed components in order to achieve a holistic development. It is observed that the available funds are usually inadequate to meet the requirement of the entire area. On the other hand it is also observed that some of the families are not keen to participate in the programme particularly if contribution is to be paid by them. There is hence a need to modify the approach and make the programme demand driven in which implementation would be carried out in only those fields where farmer(s) are keen to pay the required contribution. With this approach, certain families who are not able to come forward as per the financial norms (i.e. contribution, revolving fund, etc.) may not be included in the programme. These families however have a right to join later on as and when they get motivated.

Normally selection of villages and FNGOs is finalized for the entire project period even if their performance is not found to be satisfactory at a later date. It is essential to evolve objective procedures to review the performance periodically so that certain projects may be suspended or dropped in the middle if their performance is poor or mismanagement of fund is observed.

Mechanism for building accountability among different stakeholders

- For smooth operation of funds at the village level, it is essential to evolve a proper mechanism for its accountability. For this purpose, the following specific steps shall be undertaken:
 - i. Two separate MoUs each between District level (ITDA) and VDA and also between District level (ITDA) and FNGO shall be signed at the commencement of project, which will contain clauses specifying their roles and responsibilities and accountability;
 - ii. PSU can suspend or discontinue the programme in village, stop fund release or take any other legal action in case of misappropriation of funds, etc. In grave and proven cases of misuse of funds, PSU can replace and black-list the concerned FNGO in consultation with ITDA.

Mechanism for repair and maintenance of community oriented structures / measures

- Under the project, repair and maintenance of above structures / measures would be carried out largely through user charges to be collected on seasonal / annual basis. The above amount may be used not only for repair and maintenance but also for protection from theft through watch and ward system. The users charge may be collected by respective groups (associated with the specific asset/ structures / measures) and retained in the VDF bank account. It may be operated by 2 office bearers of the VDC on rotation basis. In situations where the available amount collected through user charges is less than the required amount for repair and maintenance, the remaining amount may be supplemented either by members of respective groups or a loan may be taken by them out of village development fund.
- Success of above concept (user charge based repair and maintenance of CPR) is likely to be high if the stake of users is built in the assets/ structures / measures under the project. The following specific steps may be taken to achieve the above objective: (i) formal allocation of usufruct right





to the concerned groups, (ii) organization of user groups and their federations into a sustainable institutional setup, (iii) adoption of demand-driven approach during planning phase, (iv) collection of genuine contribution from actual users during implementation phase, (v) due consideration towards equity for resource poor families in sharing the benefit from the CPR, (vi) sustainable utilization of developed natural resource, (vii) formalization of above mechanism for repair and maintenance of CPR.

Capacity Building

Capacity building of VDC members

The programme has a dedicated sub component “Community Empowerment and Management” under the programme component Capacity Building for Empowerment whose objective is to ensure appropriate capacity development of the VDC members for effective management of the institution and on accounting and record keeping. The FNGOs shall design and implement training programmes for the VDC members so as to enable them to operate the implementation process effectively and efficiently.

Capacity Building of accountants and CSPs/GS of VDC

Community Service Providers or Community Mobiliser or any other individual or institution providing livelihoods support services to the communities shall also be included under the capacity building programme of the project. These CSPs will be categorised based on their skill base and kind of service they will provide. Based on this categorisation, CSPs will be trained on their subject matter and cross cutting trainings on record keeping; facilitation process etc. will also be provided to them.

Monitoring Mechanism

The programme will adopt the institutionalized methods for the monitoring of the output, outcome and impact of the programme activities. All tools have been designed in a manner to ensure community participation in the local governance system. The details of the monitoring mechanism are explained below:

- a. Basic Documentation at the grass root level organizations such as SHG & VDC:
 - The communities are to adopt the standardized set of documents/ registers designed and provided to the village institutions for recording of the events related to the programme implementation.
 - These documents are primarily record the accounting of funds received and utilised, inventory, minutes of the meeting, activities undertaken, benefits realized etc.
 - Standardized case records are to be maintained by the VDCs to record the interim progress and decision made by the community during the implementation of the activity.
- b. Voucher Based Monitoring System
 - This is a simple tool innovated under OTELP and will be adopted to report the expenditures incurred in each month at each VDA.
 - Expenditures at village level are mostly in regards to purchase of material for any activity or payment of wages.
 - Each payment made for purchase of material generates a voucher indicating the material purchased, from whom, amount and for which activity (related to a standardized case record maintained for each activity).





- Each payment made to labourers generates a muster roll indicating the number of labourers worked, period, no of days, work done and amount.
 - The tool enables the VDC to make entry of all the paid vouchers and muster rolls into a simple format indicating the voucher/ muster roll no., the case record no. to which the payment belong, name of the activity, component, amount paid, date of payment, weather payment made in shape of check/ cash and whom to paid.
 - All the entries are summed up in the report and the final figure along with the related documents (case record) are presented before the Village Social & Financial Audit Committee which is the Palli Sabha of the Village for approval of the expenditures made in each month from 22nd to 25th of each month.
 - On approval of the same, VDC consolidates the expenditures against each programme component and the original and duplicate copy (generated using carbon paper) sent to the FNGO keeping the triplicate for record.
 - The FNGO receives the reports from each VDC within their operational area and consolidates the expenditures against each programme component by VDCs and reports to the ITDA.
 - Accordingly ITDA consolidate the information and add the expenditure incurred at their level and submit the reports to competent authority.
 - All these expenditure reports are being accepted as an utilization certificate of the funds spent.
- c. Physical Progress Reporting (Output & Outcome reporting)
- Quarterly Progress Reports against the Annual Work Plan & Budget (output only)
 - Half yearly and Annual Performance Report (output linked with outcome)
- d. Participatory Process Monitoring System
- OTELP Plus is a process oriented approach and proper adoption of the processes will bring appropriate results in the implementation. To ensure the adherence to the process steps, proxy indicators have been developed and adopted under OTELP for assessing the performance of adherence to the defined process steps.
 - These process related parameters are already translated into Oriya language and printed in a booklet format for use at the VDC level and IEC material (poster) designed and printed for communicating the concept and methodology to the communities. The FNGOs shall promote this in all the villages.
 - Orientations of the master trainers are to be conducted by the ITDAs for facilitating the community to implement.
 - This exercise is to be conducted in each village at an interval of six months in to evaluate the performance of the programme as regards to the processes involved in implementation.
 - Involves the communities to directly participate in the evaluation process and ranks their performance against different parameters.
 - Involves seven thematic areas of monitoring i.e. Institutional aspect, Organization of community, Project Management, Participatory implementation & monitoring, Financial aspect, Capacity Building of different stakeholder, Empowerment centred plan.





CHAPTER - 6

Food Security and Livelihoods Enhancement

Key elements:

- Food security based developmental interventions
- INRM based intervention:
 - Land and water resource development
 - Forest development and forest based livelihoods intervention
- Sector/ sub-sectoral intervention:
 - Development of agriculture and horticulture:
 - Collective marketing of produce
 - Livestock and aquaculture production:
 - Enterprise development
- Livelihoods development for the poorest of the poor (POP)

Food security based developmental interventions

- The existing land use system in tribal areas has emerged essentially for creating food security at the family level
- Shifting cultivation or podu (which otherwise leads to ecological degradation) contributes substantially to the food security of tribals in general and for the resource poor families in particular. Hence this aspect must be kept in view while evolving alternatives to the shifting cultivation. These lands can be allocated to tribal families under FRA and the families be further assisted to develop those lands through sustainable treatment, like plantation/ agro forestry for ecological stability. Alternatively SALT (Sloping Agriculture Land Technology) model can be adopted in these areas for stabilizing podu areas. Agro-forestry can be integrated with Natural Vegetative Stripes (NVS) in those areas as done in Philippines on pilot basis. For such activity incentives to the farmers may be given from the Project during initial years. During initial periods, podu should be recognized as a supplementary farming system for resource poor so that investment can be made for conservation of resources & improving productivity of Podu patches. In 5 years of time or by exit of programme, there should be no podu cultivation in the area.
- Tribal families prefer wide variety of food crops like rice, maize, ragi, foxtail millet, jawar, minor millets (gulji, china, suan, kango, koda) & different pulses [pigeon pea (*kandula*), cow pea (*barbati*), rice beam (*dangarrani*), beans, greengram, blackgram] which comes through lands not only under permanent cultivation but also under shifting cultivation.





- Broadly speaking overall food security at family level is achieved through the following three sources: (i) Produced food (in private land, occupied land for permanent cultivation and occupied land for shifting cultivation); (ii) Collected food (from forest area under the control of revenue department as well as forest department); and (iii) Purchased food (through payment of cash which may be earned through many sources including labour wages; selling of cash crops, NTFP, livestock; taking loan from various sources, etc). Government initiatives to provide food for work; PDS, etc also help considerably in reducing the cost of food
- Major problems associated with food security are (i) low productivity of food crops in cultivated land; (ii) Reduction of podu cycle to 3-5 years (iii) low production as well as low income from NTFP; (iv) low wages as well as limited period of wage employment; (v) indebtedness, (vi) procurement of required food grain from external market at high rates, etc

Therefore it is crucial to bring food security in the centre stage of development plans. For this purpose the following cluster of interventions may be made for addressing the above needs

- Increasing the productivity of food crops (Rice, millets & pulses) in rainfed lands under permanent cultivation as well as increasing the area under irrigation (for diversification of cropping system) through water resource development for increase of productivity and income. Emphasis should be given on (a) Improving soil fertility. (b) Establishment of sustainable seed system including informal seed production & linking to village seed bank. (c) Diversifying crop system from paddy to non-paddy & promoting Horticulture including vegetables, pulses and oil seeds in the high lands. (d) Timely sowing and weed management in high land crops. (e) Systematisation of Irrigation system & Management & (f) Special knowledge initiative within quality seeds and in non chemical pest control.
- Collective marketing of NTFP not only to enhance income but also to motivate families to increase area under NTFP
- Augmentation of NTFP through seeding / plantation in land under shifting cultivation as well as in forest. Encourage natural re-generation & practise control grazing/ regulated grazing on pilot basis.
- Increasing the population of livestock along with up gradation of breed for additional income, encourage establishing mother cheek unit & backyard poultry, goatery & dairy farming (wherever possible) & linking to co-operative. Encourage trained community resource person (CRP) for deworming vaccination & disease control of the livestock.
- Addressing the problem of indebtedness through organization of SHGs (for meeting credit needs regarding consumption purpose) and subsequently linking them with bank (for meeting credit need regarding livelihoods development)
- Sustainable management of grain bank (through SHG federation at micro-watershed level) for providing a wide range of food grains and at reasonable cost.

6.1 INRM based intervention:

All the elements of a farm, including people, crops, livestock, other vegetation, wild life and the environment, have social, economic and ecological interactions among them as a system. Optimizing use of natural resources at family level in large numbers would strengthen the local farming system with increased productivity, environmental sustainability and enhanced family wellbeing. It reduces pressures on commons making it conducive for regeneration / rejuvenation.





Agriculture including fodder, Horticulture including vegetables, spices, tubers & livestock including aqua-culture are major components of integrated farming systems. Whereas crops provide food security and seasonal income, livestock generate cash for daily requirements and exigencies. In most of the tribal areas the productivity of both the crop and livestock enterprises is low and is seriously constrained by underdeveloped water resources. Developing an innovative mix of crops and fodders on small farms through optimum utilization of the available water resources can produce enough fodder to meet the requirement of high value livestock and generate substantial additional incomes. Well managed common property resources in and around villages through appropriate soil and water conservation measures, participation of the stakeholders and establishment of viable management institutions can meet the feed requirements of grazing animals. Each household should keep some animals to recycle its farm wastes / crop residue to improve return from the farming system. A smallholder can manage two big animals (buffalo or cow) or a herd of 10 small animals to earn additional Rs.5000 to 10,000 per annum. Promotion of improved rain-fed fodders (dinanath, stylo, maize, bajra, cow pea, napier bajra hybrid, guinea grass, para grass etc) cultivation on wastelands and degraded forestlands. Encouraging such integrated and intensive farming system will increase job opportunity to absorb huge underemployed job seekers in the area.

From the VDLP each resource-wise option is generated. Indicative interventions from the plan could be as below.

Land and water resource development

- Existing land records (as per ROR) have detailed information about status of ownership as well as diversity of land kisans. This information is available with respect to each plot, each khatian and each family. The above ROR deals with land associated with revenue department. It however does not provide adequate information about land with forest department. The ROR data is supported by a revenue map with location of each plot, land kisan, water courses, etc.
- The information about status of ownership include private land (with patta) and common land (with revenue department), which in turn has been classified into four types of ownerships namely (i) Abada Ajogya Anabadi (AAA) (uncultivated waste land) (ii) Abada Jogya Anabadi (AJA) (cultivated waste land); (iii) Rakhita (reserved for public); (iv) Sarba Sadharana (common land). In the ROR there is no mention about common land occupied by the community. However details about penalty charged from the community against unauthorized occupation is maintained in a separate register with the revenue department. By and large, the common land with AJA type of ownership comes under leasable category whereas rest of the three types of common land are under non leasable category excepting few exceptions.
- There is a wide variety of land kisan under each type of ownership indicated above. Even the formal records (ROR) have been evolved on the basis of local terminology of land kisan. Hence it may vary from district to district in the tribal areas. Broadly speaking there are five types of major land kisans for which majority of developmental interventions are to be designed. This includes (i) Bahal; (ii) Berna; (iii) Aat; (iii) Dongar and (iv) Forest. Most of the patta land are having the first three types of land kisans. Most of the shifting cultivation is practiced in fourth types of kisan. The forestry is observed in the fifth type of land kisan. A brief description of the first four land kisans is given below whereas the forest land is described in the following pages.
- **Bahal land (Low Land):** This land kisan is developed from stream bed where water flows





regularly. Because of continuous moisture and black soil, two crops of paddy are taken. Heavy runoff in the streams often breaches the bunds and also results in sand casting in these lands.

- **Berna land (Medium Land):** This land kizam is located above the Bahal land. Mild slope exists, wherever these lands have not been levelled. Wherever levelling is done and if irrigation is available, two crops can be taken up. Shorter duration varieties of paddy are taken in these lands. Soil erosion is a severe problem. Much of the erosion takes place due to overflow of runoff water from nearby Nalas, which leads to erosion of soil, sand casting, etc.
 - **Aat land (Up Land or High Land):** This land kizam is located above Berna land and usually have 5 to 25 percent slopes. Aat land can be divided into un-bonded Aat land and bonded Aat land. The bonded Aat lands can be levelled for water management. After levelling, these lands can be converted into Berna land. Soil depth is upto 0.30 m and the crops are totally rainfed including ragi, kosala(minor millet), kating (pulse), maize, mustard, chilly, Horsrgram, kayan (bajra type), black gram, green gram, niger and vegetable. Soil erosion is severe and more problematic.
 - **Dongar land (Hill Slopes):** This land kizam is located above Aat land with slopes higher than 20 percent. It mostly constitutes the hillock. Podu is usually practiced here. Major crops on these lands are ragi, kayan (bajra type), cowpea, blackgram, kosala (minormillet), koda, kangoo, niger (alasi),kating(pulse),arhar (kandula), pumpkin. Soil depth is upto a maximum of 0.3 m, excepting few cases. The soils are covered with stones / pebbles. Soil erosion is high.
 - Likewise analysis of existing land use system is crucial before proceeding with developmental intervention. Indigenously the land use system has been evolved separately for each type of land kizam and essentially for achieving family level food security. By and large Bahal land is used for cultivation of paddy crop in both seasons, Berna land is used for cultivation of paddy and millets depending upon availability of external irrigation or internal water through seepage; Aat land is used for cultivating a variety of crops including millets, pulses and oilseeds. Likewise Dongar land is used for shifting cultivation with millets, pulses and oilseeds. In case of forest land the biomass cover may be in degraded condition or in good condition depending upon whether the community has adopted social fencing system or whether it is covered under CFM approach.
 - It is crucial to assess the actual status of land use in each common land before starting the planning process. For this purpose area under each land kizam may be sub-divided into three parts: (i) area occupied for permanent cultivation; (ii) area occupied for shifting cultivation; and (iii) area not yet occupied by the community. This basic information shall help in addressing issues related to land right as well as land use system
 - Type of erosion problem and technological options may vary significantly from land kizam to land kizam. Likewise land under drainage course would require a separate set of technological options.
 - Different options/ technologies that can be used to address problems on different land types in the short term and long term can be divided into two types.
1. **Structural Measures:** Structural Measures refer to land and drainage line treatments that address immediate issues like reducing the velocity of water, stopping further erosion of soil, and increasing water availability in the soil. These involve the construction of different earthen, rocky, masonry structures or combination of few or all to reduce soil erosion and conserve or harvest water. They bring out quick results but are temporary in nature as they have a limited life till the vegetative measures are fully effective.





2. Vegetative Measures: Vegetative measures deal with different kinds of vegetation and crop husbandry to check erosion and sustain productivity of the soil. They are long-term land use measures that help to conserve and improve soil quality, soil depth, biomass content, and moisture concentration in the soil. These involve plantation of different species for soil and water conservation. They take time to show the result but are permanent in nature. They, especially grasses, are most effective in combating soil erosion.

Both structural measures and vegetative measures complement each other in managing the natural resources better and are simultaneously planned and put in place.

Some of the indigenous options for development of land resource under five major land kisams are given below:

Land Capability Classification	I	II	III	IV	VI
Slope in % ⁴ As per U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS)	0-2%	0-2 / 2-6%	2-6 / 6-33%	2-6 / 33%	6-33 / above 33%
Erosion ⁵	None to slight sheet erosion	Slight sheet erosion (Sheet & Rill erosion)	Moderate rill erosion (Sheet & Rill erosion)	Severe small gullies (Sheet, Rill erosion & small gullies)	Very severe gullied land or sand dunes (Gullied land)
Soil texture ⁶	Loams, Sandy Loam	Loams, Sandy Loam	Clay and loam, Sandy Loam	Clay and sand	Rocky or stony
Soil depth (cm) ⁷ (cm)	Very deep (above 90 cm)	Deep (45-90 cm)	Moderately (25.5-45 cm)	Shallow (7.5-22.5 cm)	Very shallow (0-7.5 cm)
Climatic limitations on soil use and management	Favourable for growing many common field crops	Slight limitation for field crops	Moderate limitation for field crops	Moderately adverse for field crops	Adverse for field crops
Local names	Bahal, Nalli	Berna	Dhipa, Baid	Guda, Tanr	Dungri, Pahar
Visualized land use	All the crops can be grown suitable to local climate	All the crops can be grown with some precautions after land development	Crops to be chosen taking into consideration of specific constraints	Few crops will be grown with ameliorating the condition and taking special case	Grasses and Plantation

¹ Described in the box

² Explained in the box

³ Described in the box

⁴ Given in the box





			(mostly non-paddy and plantation crops in uplands and rice in extreme low land)	(mostly non-paddy & plantation in uplands and rice in extreme low land)	
Objectives of intervention	<ul style="list-style-type: none"> ➤ Tap sub-surface water and recycle to irrigate second crop after paddy 	<ul style="list-style-type: none"> ➤ Save paddy crop from dry spells by providing life saving irrigation ➤ Improve soil moisture regime 	<ul style="list-style-type: none"> ➤ Check erosion and avoid siltation of the water bodies in the down stream ➤ Diversify land-use to grow timber/ fruit tree or grass ➤ Reduce runoff and enhance percolation 	<ul style="list-style-type: none"> ➤ Check degradation and avoid siltation of down stream tanks/ponds ➤ Diversify land-use to have profitable permanent vegetation ➤ Retard runoff and enhance percolation 	<ul style="list-style-type: none"> ➤ Check erosion through permanent forest cover
Structural measure	Farm pond or shallow well (Draining water from the field and restricting entry from outside through ITK)**	Farm pond, 5% model, field bunding and levelling contour farming	5% model, field bunding and land levelling, half moon, pit, ring pit, terracing	30X40 model, contour/ graded bunding, gully plugging, WHT, half moon terracing	Staggered trench, waterways, half moon, pit, ring pit, terracing
Vegetative measure	Intensive crop production with proper soil health management	Intensive crop production with proper soil health management	Moderate Crop production, bund plantation	Limited cultivation, Agro forestry, Orchards, silvi pasture	Grassland, contour hedges, fuel wood/timber plantation

** Other structural measures could be Repair of breached bunds, Stone bunding at the lower side of the bund, Removal of sand cast from the field, Shifting / development of drainage course (on one side), Provision of spill way at the lower end for safe disposal of water in indigenous method





For drainage line the following interventions may be taken up to convert it to cultivable land, reducing the velocity of water and recharging the water.

- Safe disposal of runoff water
- Gully plugs with stones
- Stone embankment
- Raising the height of banks
- Diversion weir / canal
- Vetiver/ local grasses planting along the water course for checking stream bank erosion
- Vegetative measures/ brushwood checks for regulated water flow

OTELP has developed a manual on land and Water management during 2009. The same is available in OTELP site. In the said manual under chapter 3 , four models have been suggested for land and water management. In each model major installation structures (classified in to three components namely embankment i,e WHS , gully plugging and catchment conservation) have been suggested taking into the consideration of terrain conditions. This manual can be referred as guidance while deciding interventions under land and water management in different locations.

A typical visualization of “End State of a smallholder” could be as follows:

“I am confident, I can ensure food and nutritional security of my family and earn additional cash income of Rs. 40,000 per annum by utilizing the available natural resources in a sustainable manner.”

Sample change for an average small holder family after land and water based intervention is as below:

- Land Resources
 - o Upland (Class-IV): 1.25 acres
 - o Medium Upland (Class-III): 0.75 acres
 - o Low Land (Class-I and II): 0.5 acres
- Human Resources
 - o Two working adults, two children and one old person
- Livestock
 - o A pair of scrub animals

A r e a available (Acre)	Options for land use in different season			Envisaged out put (in Rs.)		
	Kharif	Rabi	Summer	Kharif	Rabi	Summer
Upland 1.25	– Horticulture in 0.5 ac + inter crop: vegetable/ non perishable (like turmeric) – 0.25 ac – Pulse/oil seed 0.25ac	– Veg – 0.1 ac		– 6 0 0 0 (average /yr considering 10 years production) +5000 – 2000	– 5000	





A r e a available (Acre)	Options for land use in different season			Envisaged out put (in Rs.)		
	Kharif	Rabi	Summer	Kharif	Rabi	Summer
	<ul style="list-style-type: none"> - Trees – 0.25 ac - Legume hedge - 0.25 ac under water-body 			- 2 5 0 0 (average / yr considering harvesting in 15 years)		
Mid –up land 0.75	<ul style="list-style-type: none"> - Paddy/ maize/ soybean - W a t e r harvesting in 4d land - B i o - m a s s recycle 	- Pulse/ oil seed 0.75 ac	- Green manure (Dhaincha)	- 12 qt p a d d y / equivalent	- 15000	
Low land 0.5	<ul style="list-style-type: none"> - SRI - Green manure - 2d land under farm pond that captures subsurface flow 		- V e g 0.2 ac- Pulse/ oil seed 0.3 ac	- 1 2 q paddy		- 6000 - 6000

In this connection the learning experience on crop based farming system by Sri Majish Gomango, Tahajang, Guma block (Gajapati district) during 2008-09 is given in the following table:

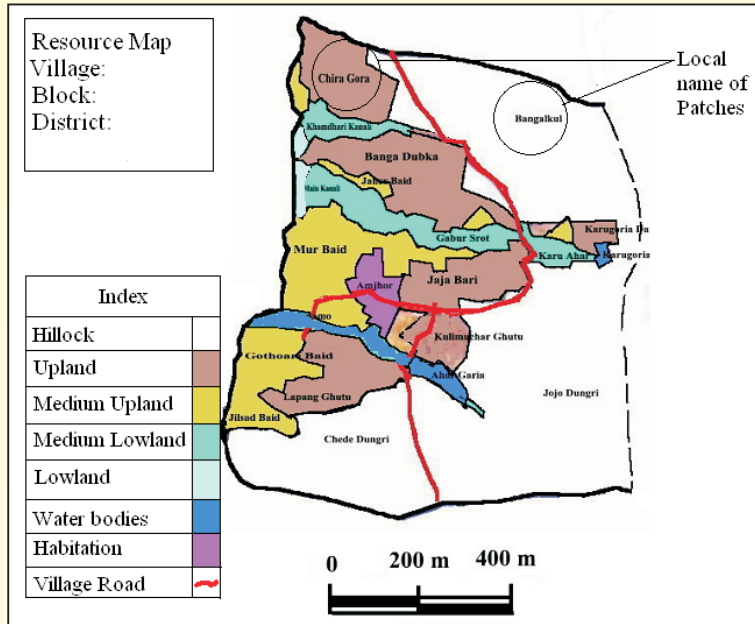
Components		Area (acre)	Expenditure (Rs)	Return (Rs)	NMR (Rs)	B-C ratio
Crop components	Paddy (SRI)- fallow	1.2	4600	14,400	9800	3.13
	Ragi-horse gram	0.5	1400	3200	1800	2.28
	Ragi+Arhar	0.3	740	2100	1360	2.83
	Maize-horse gram	0.2	1050	1800	750	1.71
	Groundnut	0.1	570	1540	970	2.70
Horticulture	Tissue culture					
	Banana	0.10	2230	5600	3370	1.67
	Yam	0.1	1540	3400	1860	2.20
	Tapioca	0.2	1860	4070	2210	2.18
	Runner beans					
Brinjal	0.2	3200	10,700	7500	3.34	
Poultry	Banaraja	30 nos	1800	7300	5500	4.05
Vermicompost	Compost	1 no	3000	5200	2200	1.33
Total			21990	59310	37320	2.70





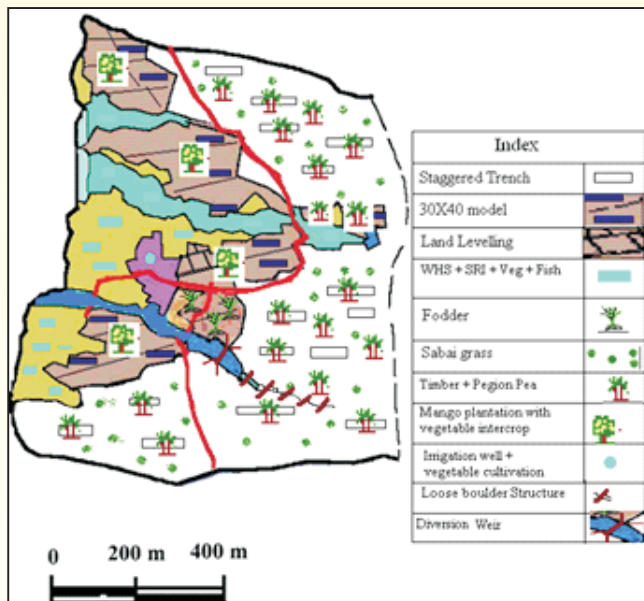
Change at village level after INRM intervention are explained in the resource map as below

The sample terrain feature map of a village before intervention is given below.



Land category	Area (Ha)
Upland (Hillock)	39
Upland	14.5
Medium Upland	13
Medium Lowland	7
Lowland	0.5
Water bodies	1
Roads, Habitation etc	2
Total	77

The visualized state of the village is given below.



Implementation of soil conservation works may be started from ridge to valley. This shall help in development of marginal land in upper reaches as well as minimization of siltation in lower areas. However if some farmers in upper reaches are not responsive or not willing due to any reason, implementation of works in such fields should be postponed till the farmers are motivated to participate as per the norms. Under such situation suitable modification in the design of measures may be done (to minimize the adverse effects on account of non-participation of above farmers).





Other important aspects of land and water resource development:

As already explained special focus is given to provide irrigation assurance to the families so that they can save kharif crop along with go for second crop.

- Water is one of the most under-tapped resources in tribal areas of the state. It needs to be developed not only for increasing area under irrigation but also for providing safe and assured drinking water to human being as well as livestock, meeting other domestic needs, rearing of fish, etc. In some villages there is a potential of using water resource for generating local source of energy
- During the last decade a lot of investment has been made on water harvesting structures through ITDA, watershed project, other special projects for tribal areas, etc. It has indeed shown good impact on various aspects of tribal community. However in majority of cases the above structures have not sustained after few years of their construction. This is essentially due to lack of proper mechanism for repair and maintenance and also due to inadequate quality standards in designing and construction of above structures.

As per the Livelihoods opportunity assessment and comprehensive livelihoods strategy in OTELP phase I areas published during 2007 (available in OTELP site), the average land particulars of the cultivable area of the sample village is High land 16.54 ha, Medium land 6.85 ha, low land 6.85 ha. and total land 32.26 ha.

- A lot of indigenous WHS are also available in tribal areas which are within the reach of the community for construction as well as maintenance. These structures are constructed extensively by the community members themselves at their own cost. However the life of these structures is low (only 2-3 years). There is a need to build upon the design of these structures so that the life can be enhanced at the same time management could still remain within the reach of the community
- Due to undulating topography, every village has one or more streams / nalas. Hence existing situation of water resource should be studied thoroughly in order to evolve need-based strategy as well as interventions. In the OTELP plus areas there is ample scope for diverting water from the upper ridges through a pipe line. This Diversion based irrigation (DBI) has largely been demonstrated in OTELP areas.
- A detailed analysis of each stream / nala (as a unit) may be carried out through PRA exercises along with the concerned community members. The discussion / field visit may focus on understanding (i) duration of water flow in the stream / nala; (ii) trend about the above duration of water flow as well as density of biomass in its catchment area; (iii) number of existing WHSs (including indigenous and exogenous) and status of their functionality; (iv) extent of unused water resource going outside the village, etc
- A separate attention may be paid towards analysis of existing situation with respect to drinking water for human being as well as livestock. This may also include other domestic water needs. The analysis may specifically focus on number of existing structures / measures which have been constructed for the above purpose, (viz. ponds, hand pumps, ponds, tube wells, etc) along with the status of their functionality. Quality of water for drinking purpose may be given a particular consideration in the above analysis besides certainty of supply during summery months. Existing mechanism for repair and maintenance may also be assessed so that future course of action can be evolved accordingly. DBIs can address this need also.





- While identifying the future options, special attention may be given on the following aspects (i) equity for resource poor families particularly while developing irrigation water resource; (ii) type of CBO to be organized for repair and maintenance of above structures; (iii) willingness of community to give genuine contribution for the proposed structures; (iv) source of technical support during designing as well as implementation stage. While developing irrigation source emphasis may be given towards not only construction of WHS but also for digging of canal as well as development of land where water is going to be used.
 - In case of water harvesting structures only those works should be considered for which there is a written demand from actual users. For such measures, the beneficiaries should be properly identified and the contribution should be collected in proportion to the benefit likely to accrue to each user. Also there can be a conflict with those families who are likely to be losers on account of proposed measures. Implementation of such works should be carried out only after resolving the above conflicts. Equity for resource poor families is a crucial concern under this component. Hence particular care may be taken to see that major benefit due to the new structure goes in favour of resource poor families. Likewise modality for repair and maintenance as well as collection of user charges must be sorted out before starting the construction of above work.
 - This refers to private property resource as well as common property resource. In the past sustainable results were obtained mostly in case of private property resource, which was essentially due to adoption of Indigenous technologies; collection of higher rate of contribution (preferably 20-40 percent) and flexibility in ridge to valley approach so that landowners could participate in the programme at their own pace.
 - Sustainability of common property resource developed under most projects has however been low. Hence focused efforts need to be made to improve sustainability of such interventions which include (i) physical measures namely, water harvesting structures and gully control structures, and (ii) biological measures i.e. perennial biomass in common land, etc. Main reasons behind un-sustainability of above interventions are as follows: (i) Lack of formal allocation of user rights to the persons concerned, (ii) lack of proper functioning of user groups identified for this purpose, (iii) lack of proper provision for repair and maintenance (as well as for watch and ward) of the assets; (iv) lack of adequate efforts in developing stake of actual users (due to inadvertent top-down planning and low emphasis on users contribution), (v) less attention towards sustainable utilization of developed resource after implementation phase, etc.
 - Recommendations emerging out of successful experiences on different types of common property resources are briefly indicated below, which may be considered while formulating the action plan under different components.
- i) **Development of biomass in common land:** The following options were found to be promising for sustainable development of biomass in common land under watershed programme. Hence due attention may be paid towards them while designing the above component
- High priority to natural regeneration of existing biomass through social fencing, at least during the first 2-3 years. This period is meant mainly to stabilize the social fencing system and develop clarity about user rights
 - Investment on plantation of new trees (timber or MFP) only after successful facilitation of social fencing system





- Formal allocation of user rights with preferential allocation in favour of resource poor families
- Addressing the issue of encroachment of common land through a combined effort involving revenue authorities, experienced NGOs and respectable members of the community before investing the project fund on such lands

ii) **Construction of community oriented water-harvesting structures:** The following approach may be considered in improving the sustainability of community-oriented water harvesting structures.

- Building the stake of the users through (i) adoption of demand driven approach for deciding the location and type of structures, (ii) collection of at least a part of the contribution in advance during planning phase (and collection of remaining contribution during implementation phase)
- Building upon Indigenous Technical Knowledge (ITK) and promoting a wide range of technological options for harvesting of water resource as per the preference of various users
- Provision of good technical support in designing and execution of structures
- Adequate emphasis on structures, which provide drinking water for human beings and livestock

6.2 Forest development and forest based livelihoods intervention

- Development of forest is envisaged not only in the forest department land but also in the land (under forest kizam) with revenue department. In case of revenue department, there is a wide variety of forest kizam land namely Jangal, Patra Jangal, Bada Jangal, Gram Jangal, etc. These kizams are spread over three types of ownership (of common land) namely AAA, AJA and Rakhit. Hence specific clarity on this aspect may be arrived at before starting the planning process.
- Government of Odisha has clarified that the CFM approach would be adopted under OTELP PLUS. However, involvement of forest department (FD) is crucial in implementation of the above component. All efforts should therefore be made to ensure that FD staff at district level fully understand the project and play a major role in ensuring community mobilization as well as smooth implementation of related activities under the project. The PSU together with senior officers of the state level department of forest may conduct a series of district level workshops involving concerned district and block level FD staff, ITDA staff, FNGO and representatives of VDC to work out operational modality and establish indicative implementation schedule for the above component in each micro-watershed /village.
- In view of the integral linkage between forest area and livelihoods of tribal community, it is envisaged that this component may cover about 200 ha of Reserved Forest under each micro-watershed in addition to treatable area of 500 ha.
- The Forest Department has issued the following instructions to the Forest field functionaries for facilitating the implementation of this component.
 - o The forest range officers in consultation with OTELP PLUS should visit the identified MWSs. They should identify forest areas in and adjacent to the micro watersheds for treatment.
 - o CFM committee should be formed in each village. The Range Officers should educate the staff of OTELP PLUS (in ITDAs) and facilitating NGOs about CFM guidelines and other relevant operational modalities. They should also render all assistance for organizing CFM committee, village communities and field functionaries.





- o A Micro-Plan for the treatment of the identified forest area will be prepared by the CFM committee members and the Range Officers should provide all possible technical guidance to the CFM committee. The Micro-Plans will be duly approved as per the CFM Resolution of the state government.
- o The approved Micro-Plans will be executed by the CFM committee members and the forest field staff should provide the required technical guidance and supervision. The allocated forest area, about 80 ha will be effectively treated as per the existing cost norm followed by the Forest & Environment Department for Rehabilitation of Degraded Forests (RDF) and balance 120 ha will be protected by the communities for natural regeneration. The organization of CFM committee and identification of forest area to be developed will start from the second year of the programme cycle and investment will start from the third year of the programme cycle.
- o The forest field functionaries may coordinate with the staff of OTELP PLUS in order to ensure smooth operation of financial matters by the members of the CFM committee. In this regard it may be noted that the required funds for the above referred works will be received by the CFM committee from the concerned Village Development Committee of the OTELP PLUS constituted at the village level for carrying out different activities as per the approved Micro-Plan. The vouchers will be submitted to the Secretary of the VDC, who will maintain the necessary accounts for all receipts and expenditure.
- o The following indicative approaches may be adopted for preparing the Micro-Plan.
 - Artificial regeneration of forest with preferred species of plants in selected gaps: This approach would be adopted in about 80 ha. of the proposed area in a given micro-watershed and may cover only those lands where root stock is in degraded condition. The micro plan under this approach would cover (i) new plantation (ii) soil and moisture conservation measures and (iii) protection through social fencing including wages to watchman.
 - Natural generation of existing forest species through social fencing: This approach will be adopted in the remaining 120 ha area particularly in those lands which are having satisfactory root stock.
 - Formal allocation of usufruct in favour of different stakeholders is crucial for sustainable development of forest in the above land, which is to be governed as per the existing CFM guideline of Forest Department.
 - Along with rights some suitable livelihoods activity may be taken up in the project area. Some of the potential activities having host trees and which can provide more return are tasar rearing, lac rearing, etc. These activities can provide substantial income to the families. First identify the major NTFPs prevalent in the area and based on that make a plan for the same. This will be incorporated in the VDLP.

6.3 Sector/ sub-sectoral intervention:

Sector and Sub-sector:

In economics the term 'sector' is used to understand the structure of an economy. As economists say it can be of three types: primary, secondary and tertiary. Primary 'sector' includes agriculture, fishery, forestry, mining and quarrying. Secondary 'sector' covers manufacturing including small scale and





household industry where as banking, finance, transport, tourism, hotels and all other services including government come under tertiary 'sector'. 'Sub-sector' is a sub set of sector which focuses on a particular group of products or commodities.

Development of agriculture and horticulture:

During perspective building exercise; land wise and category family wise suitable cropping pattern is being developed. As mentioned in the land use plan, land wise crop is finalised which will be developed further. Following management approaches may be adopted for improving the production of above commodities (i) organization of field trials and demonstrations on new technologies/practices; (ii) up-scaling of successful experiences irrespective of source of innovation and (iii) capacity building of community through exposure visits to successful experiment sites as well as handholding support by experienced resource persons. As indicated earlier the fund for above purposes may come from four different sources namely (i) Convergence from Agriculture and ST & SC Development Department. The successful interventions as per learning experience will be covered under various programme like RKVY, NHM, NMMI, National Food Security Mission, ATMA etc. of Agriculture Department and from SCA to TSP under ST and SC Development Department (ii) livelihoods sub-component on agriculture and horticulture development for organization of trials and demonstrations; (iii) livelihoods sub-component on rural financial services (for up-scaling of successful experiences) and (iv) capacity building of community (for exposure visits and handholding support). Field trials may be organized with only limited number of innovative families while up-scaling of successful experiences and capacity building of community may be done with majority of families under the project.

Improvement in agricultural production should revolve around household level food security. Likewise separate interventions may be arranged for each type of farming situation namely, lowland areas (having double crop of paddy), medium land area (having irrigated and rainfed crops), upland areas with dry land cropping and dangar lands (with podu cultivation). Before diversifying the agriculture towards cash crops, a special care may be taken to see that it is not at the cost of family level food security particularly in case of resource poor households.

- It is crucial to adopt sustainable approach while designing the technological package for different crops. Low emphasis should be given on (i) high cost external inputs, (ii) chemical fertilizers and pesticides, (iii) undue dependence on external credit, etc. Keeping in view the major constraints in agriculture production a greater thrust may be given on improving the inherent fertility of soil (particularly in the rainfed areas) through incorporation of perennial biomass having high level of nutrients (through the system of hedge row plantation). Principles of Systems of rice intensification may be applied for getting optimum production.
- Focus will be given on improving soil fertility (green manuring, large scale aerobic composting with biomass, green leaf manure, treating acid soils, etc.) and crop nutrition management (introducing liquid organic manures like *Panchakavya*, etc.).
- Greater emphasis may be laid on improving the production of staple food crops including Rice, Millets and Pulses.
- Establishment of sustainable seeds system (Seed bank at VDC level) will be promoted.
- Collective marketing of produce shall be an integral part of the above sub-component, which should also involve value addition to the produce.





- Special attention may be paid towards focused exposure visits to successful experiences in different types of farming situations so that motivation of farmers could be increased for either organizing trials / demonstrations or for upscaling of above experiences on a large scale. Such efforts towards exposure visits as well as detailed trainings must be made for men as well as women (particularly for those women who are already organized into SHGs) since much of the upscaling are proposed to be done through SHGs and their federations.
- Summer ploughing through powertillers in big compact patches will be promoted.
- A special effort may be made for promoting participatory varietal selection, IPM, NPM, INM, improved equipments, etc. For this purpose linkage may be established with best research and development organizations in the governmental sector as well as non-governmental sector. These organizations may also provide handholding support for initial period of 2 years so that it could lead to larger adoption of successful interventions later on.
- Special knowledge initiative in Non-chemical Pest Management (NPM) options will be promoted. These activities will be taken up in an area saturation approach.
- During the handholding period, specific care may be taken to develop at least 1-2 locally available CSPs who could provide agricultural inputs and need-based services (on charge basis) as well as maintain linkage with resource organizations later on.
- Lands which receive water will be developed.
- Focus on systematizing irrigation system and management will be promoted (including of technical interventions water distribution, etc.).
- Climate resilient cropping would be practised/ selected to face the uncertainties of monsoon especially for rainfed farming and increase of temperature especially during post Rainy season.
- Identification of 2-3 major crops which would be scaled up and the area will be developed as a production cluster.
- One custom hiring centre at VDC level or one for 3-5 nearer VDCs level will be promoted through a private entrepreneur for hiring of farm implements / machineries.
- Horticulture development may take place through a number of interventions namely (i) plantation of fruit trees in uplands, kitchen gardens, field bunds; podu lands, etc, (ii) cultivation of vegetable including off season vegetable crops under newly developed irrigated land, kitchen gardens, etc, in few identified areas commercial vegetable cultivation in raised beds with drip irrigation and linking to vegetable co-operatives will be promoted. (iii) cultivation of spices like turmeric and ginger and tuber crops like Yam, elephant foot yam, cassava, sweet potato including orange flesh sweet potato in rainfed lands, podu lands, etc, (v) establishment of village based nursery of fruit crops, In few areas poly green houses will be promoted through women SHGs for raising quality vegetable seedlings and linking to market/ local demand of the area. (vi) supply of mini-kit of vegetables, etc.
- Diversification of crop systems and promoting fruit trees in private highlands alongwith inter cropping, vegetables, pulses / oilseeds will be promoted.
- Other aspects which are discussed under agriculture development applies here as well, such as testing of new technologies under different types of farming situations, collective marketing of production by the community, exposure visits to successful experiences, upscaling of successful





experiences, handholding by experienced resource persons, development of village based volunteer, etc.

Collective marketing of produce

- Tribal families generally carry out marketing of NTFP, agricultural crops, vegetables, horticultural crops, livestock, fisheries, etc. Majority of marketing is done on individual basis and at village level itself. Due to these reasons, there is a high degree of exploitation by local traders as well as money lenders
- Earlier experience shows that collective marketing can succeed with of proper organization at the community level, ability of above organization to manage corpus fund, availability of sufficient infrastructure facilities for storage of produce, availability of processing skill, availability of entrepreneurial ability among the producers, availability of support services to provide market intelligence, etc.
- There is now sufficient working experience on collective marketing by tribals themselves. This has become possible by involving mature SHGs and their federations for the above transaction.
- These CBOs (after proper maturity) are able to handle external fund in a sustainable manner. Therefore it has become easier for developmental departments to provide corpus fund as well as build storage structures around these organizations.
- They can also provide the needed labourers for carrying out farm level processing of produce. These organizations, however, suffer on account of low level of entrepreneurship and delay in decision-making process particularly from the viewpoint of marketing. Hence it is crucial to involve locally available entrepreneurs or build new entrepreneurs (among the potential young person) and link them with SHGs and their federations so that they provide the support without exploiting the community. The CBO may decide to give them a reasonable share out of overall profit or provide activity based service charges depending upon the nature of produce, extent of risk, capacity of entrepreneur, etc.
- These organizations may be linked with experienced resource organizations for accessing market intelligence. Initially, service charge for resource organizations may be paid by the project which may gradually be shared by SHGs / federations on tapering basis.

After identification of some specific product where there is a scope for value addition Producers co operative can be involved in aggregation, value addition and marketing. One such example is leaf plate making.

The following specific steps may be taken to initiate collective marketing of produce by the CBOs

- Organization of community into mature SHGs at village level and GP level. Identification of experienced resource organization which can provide market intelligence as well as handholding support
- Identification of 2-3 major commodities for which collective marketing is to be carried out during the first year. These commodities may however be increased as the CBO gains working experience
- Formation of common interest groups (CIGs) with respect to particular commodities which may consists of members who are willing to market their surplus produce through SHGs
- Identification of locally available entrepreneurs who have some background experience on marketing of above commodities. If needed, help may be taken from persons, who are located even in adjoining villages





- Construction of storage structure (through assistance from the project) or storing the produce in respective houses till it is constructed
- Arranging a working capital (possibility through project support) for carrying out collective marketing

The following aspects may be kept in view while working out the strategy for collective marketing of each produce

- Time at which the produce is to be sold (immediately or after storage for sometime)
- Type of processing to be done before the produce is sold
- Type of service charges to be paid to local enterprises
- Modality for sustaining regular linkage with resource organization particularly for providing market intelligence

Livestock and aquaculture production:

Addressing the need of providing adequate protein and sustainable livelihood to the poor tribal families, rural poultry farming through backyard poultry farming, improved broiler farming and improved goatery farming at household level can be adopted as one of the focus activities for tribal.

Livestock population in the project area has been going down significantly since last two decades due to lack of proper diseases management, reduction in availability of fodder (on account of encroachment of area under village pasture, degradation of forest, occupation of common land for podu cultivation, etc). Hence the following three approaches may be adopted for improving the livestock component (i) establishment of a village based livestock diseases control system; (ii) increasing the availability of fodder under PFM; (iii) purchase of new livestock through revolving fund.

- It has been recognized that animal health and vaccination camps are not adequate to meet the requirement. A regular self-reliant disease control system is very crucial. Hence 1-2 village veterinary volunteers (VTV) or paravets or CSPs must be developed in each micro-watershed through intensive training covering vaccination procedure, handling of drugs, diagnosis and treatment of common diseases, book keeping, basic business management, etc. The VTVs are expected to deliver the service on charge basis so that the cost so realized could support the employment of VTVs.
- Reliability of existing cold chain should also be improved by providing deep freezers to the Livestock Aid Centre as well as thermo flasks for storage and transport of vaccines to the project village. A veterinary drug fund may be created to develop a buffer stock of vaccines and medicines for the VTV which is to be recouped through appropriate charges.
- Healthcare and improvement in availability of fodder (through PFM) may boost farmers confidence and interest in increasing livestock population and create receptive environment for introducing other improved practices including breed improvement. To begin with more emphasis may be laid on small stock (poultry, pigs, goats, etc) which may later on cover large ruminant as well.
- Potential for fish production is under tapped in tribal areas. Its scope is likely to further increase with development of water resource under the project. Collective marketing of fish is the most critical requirement for promoting fish in the above areas. There are some individual ponds and new water bodies to be created in the programme area. Aquaculture could be tried in these water bodies for livelihoods enhancement and nutrition security of tribal families.





It is however critical to train women SHGs and their federation not only in collective marketing of produce but also on technological as well as management aspects regarding rearing of fish. Hence exposure visits to successful examples should be organized for motivation of above members which may be followed by intensive training on technological and management aspects related to production and processing of fish.

In OTELP, there is a proposal to establish women SHG managed 177 day old chick rearing units (mother units) out of which more than 54 mother units are now functional. Around 190 rural broiler units managed by individual tribal families are now functional with production of 60,000 poultry birds every month. The supply of chickens is tied up with ITDA residential hostels. In this project area through the poultry cooperatives, steps are being taken to establish poultry cooperatives in each OTELP district. Under improved goatery farming at household level, 2100 ultra poor tribal families are covered within the year 2014 in ITDAs i.e., Koraput, Nawrangpur, Malkangiri, Balliguda and Gunupur.

In order to give a remunerative price to the tribal, steps have already been taken for marketing of Vanaraja variety birds in the twin city of Cuttack and Bhubaneswar.

o **Strategy for development of livestock**

- Upgrading the breed of large ruminants through community managed artificial insemination as well as natural insemination units.
- Upgrading the breed of small ruminants through community managed natural insemination unit.
- Management of diseases of livestock through community managed livestock para-workers
- Improving the fodder base through cultivation of improved varieties of non- leguminous and leguminous fodder crops
- Processing and collective marketing of produce

o **Strategy for development of fisheries**

- Improving the sustainability of fishery cooperatives (wherever exists) by organizing general body members into a number of small size SHGs and reconstituting the office bearers of executive committees by bringing representatives from mature SHGs
- Introducing composite fish farming with different varieties of fish (suitable for different depths of pond water) with association of DHAN Foundation in OTELP ITDA i.e., Koraput and Nawrangpur.
- Improving other technological inputs (through release of juveniles / fingerlings in situations where filling of water in pond is delayed; enhancement of standing water in the tank by de-silting the bed area; local production of fingerlings in smaller ponds supported by bore well irrigation; management of disease and predators through appropriate practices before filling of water in tank as well as during rainy season, etc.
- Collective marketing of fish to distant places by executive committee of the cooperative society; and also self-marketing of fish in local markets by women members of the cooperative society
- Development of mutual trust between executive committee and general body members through adoption of transparent systems in financial transactions





- Learning initial financial management system through adoption of SHG concept. Learning improved financial management system through partnership with experienced lending organization

Enterprise development

With continually diminishing outputs and declining farm sizes, it has become more urgent for the rural population to diversify their avenues of income. This necessarily involves introducing them to emerging home-based microenterprises. The aim is to take advantage of the rising demand for newer goods and services, which provide livelihoods opportunities outside traditional farming. Some of the home-based microenterprises which could be relevant in the area are poultry rearing, Tasar yarn production, vermi-composting, mulberry sericulture, and cultivation of oyster mushrooms.

As development practitioners we wish to know whether engaging in an appropriate activity in a particular ‘sub-sector’ will enhance and stabilize the livelihoods of poor and that is the rationale behind incorporating intervention on ‘sector’ and ‘sub- sector’ under OTELP Plus project.

To begin with one needs to conduct a detail ‘sub-sectoral’ analysis which comprises of identification of all the actors and factors (and associated interest groups), assessment of costs, material balances and margins at different levels, assessment of alternate technologies and methods for doing the same tasks, evaluation of relative strength and weakness of different interest groups and identifying facilitators and bottlenecks for increase in total production and efficiency of the sub-sector as a whole. To carry on this analysis one might adopt the following steps:

- Study basic production activity in comparison to other possibilities
- Study market practices, trends, terms, seasonality, price behaviour
- Study existing logistics – Movement of inputs and outputs from and to the producer and market
- Identify what you can do for the producers
- Assess investments of time and money vis a vis # poor people helped and extent of increased incomes (Is it worthwhile?)
- Risk factors and how to control/mitigate them

Table: Stage wise parameters to be taken care of

Production stage	Post-harvest and commodity market stage	Processing stage	Marketing and consumers
<ul style="list-style-type: none"> • Check awareness of the product among producers • Check current resources, practices and the “fit” of the product in the total activity set of the producers. Current variety of the crop and its uses 	<ul style="list-style-type: none"> • Perishability, keeping quality and loss of quality after harvest • Various actors in the supply chain: local trader, primary mandi, bigger mandi, consumer market etc. preference for 	<ul style="list-style-type: none"> • Different type of processing technology available. Investments, minimum size, relative efficiency, special features and product possibility 	<ul style="list-style-type: none"> • Total demand, its break up across regions, rural/urban, trends • Substitute products. • Consumer preferences, use value, quality expectations,





Production stage	Post-harvest and commodity market stage	Processing stage	Marketing and consumers
<ul style="list-style-type: none"> Costs, time involved, yield of main and side product and prices for them Input-output for producers, quality at production stage Risks (weather, pests, etc.) What are the improvements possible on technical and inputs front? How to bring them into effect? Manpower and other issues involved in doing so. Investments needed of producers 	<p>different varieties, uses and users</p> <ul style="list-style-type: none"> Packaging, Transportation cost, handling, commissions, transit losses, damages, sensitivity to delays, rain/sun etc. Quality effects Price trends, drivers, sensitivity, risks Tax incidence, evasion, power of the trader etc. 	<ul style="list-style-type: none"> Clearances and regulatory approvals necessary, schemes of subsidy if any Material balances during processing, drivers of efficiency Different products, Quality parameters and drivers of quality, relative demand sizes, prices and margins 	<ul style="list-style-type: none"> Competitors - domestic and international Marketing channel, commissions, industry practices

As recommendation, one can explore the following sectors for implementation under OTELP Plus project: Agriculture (both rain-fed and irrigated), micro-enterprise development (like poultry, post-cocoon, leaf plate making etc.), forest based livelihoods (like pre-cocoon, NTFP etc), livestock development (like goat rearing, dairy).

6.4 Livelihoods development for the poorest of the poor (POP)

- This is also one of the critical agenda under the project.

Vulnerable people may include – widow, disabled, old age person, female headed household, destitute, landless, orphans, etc.

The following specific modality may be adopted for addressing the above concern

- To begin with participatory vulnerability analysis may be carried out with the help of criteria / indicators evolved under the respective government schemes for social security. This may help in identification of eligible vulnerable people. Afterwards prioritization of above persons may be done through social parameters identified by the community (in a transparent manner)
- The above vulnerable people may be segregated into two groups: (i) those who have already received benefit under the respective social security schemes and (ii) those who have not yet received the above benefit
- Operational modality may be evolved for linking the leftover persons with the ongoing schemes through the community-based organization. This may be done by raising the matter in palli





sabha meeting and then taking it forward in GP meeting as well as with concerned developmental departments

- At that stage, 2 persons may be identified from the vulnerable group to take follow up action on the above aspects
- For vulnerability agenda, the specific role of OTELP PLUS project is to analyze the problem, evolve operational modality, organize community, etc. Actual financial support for vulnerable people should however be provided by the concerned departments through convergence
- Suitable activities which they can take up should be given priority, for example poultry and goat rearing activity can be managed by women by staying in the village. Initial support could be provided to the families so that family can earn significant amount.

Holistic approach to livelihoods promotion:

The strategies of livelihoods interventions include diversified livelihoods, creating alternative income generating activities, providing financial services (loan and insurance) and strengthening markets. The new strategy of Livelihoods (Livelihoods Triad) include three services namely Micro Finance Services (MFS), Livelihoods Promotion Services (LMS) and Institutional Development Services (LMS). The same is explained below.

Micro Finance Service	Livelihoods service	Institutional Development service
Savings (only in three district where we have a banking license)	Identification of livelihoods opportunities	Formation of groups, federations, cooperatives, mutual benefits, etc. of producers
Credit for consumption as well productive needs	Productivity enhancement	Capacity building of the above
Insurance, for lives and livelihoods	Market linkages - Input supply, output sales	Accounting and management information systems
Commodity futures, to reduce price risk	Local value addition	Performance management systems
Financial orchestration (arranging funding from multiple sources for the same sub-sector)	Risk mitigation (non-insurance)	Policy analysis and sector work





Convergence

At present different departments of Govt. of Odisha, have similar objectives, & implementing a number of inter-related schemes / projects. It includes schemes like Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS), Backward Region Grant Fund (BRGF), Rastriya Krishi Vikas Yojana(RKVY), Micro Management in Agriculture, National Horticulture Mission (NHM), National Mission on Macro Irrigation (NMMI), National Food Security Mission (NFSM), Agriculture Technology Management Agency (ATMA) & State Agriculture Policy under Agriculture Department etc. which are meant for development of rural infrastructure and livelihoods. Besides various livelihoods interventions can be taken up under the funding from Special Central Assistance (SCA) to Tribal Area Sub- plan (TSP) under ST and SC Development Department.

For OTELP plus, it has been thought up to converge all the Central or State sponsored schemes at the revenue village level.

Convergence of inter-related schemes / projects is very crucial under watershed/ livelihoods programme as it helps in bridging the gaps in development. This approach is also expected to help in improving the efficiency of inter-related schemes since these schemes (after convergence) would be implemented in situations where sufficient investment on natural resource development and community organization has already taken place under watershed/ livelihoods programme.

For this purpose a comprehensive VDLP for a period of seven years will be prepared for each village to meet the requirement of the community. It would involve active participation of the community and some of the tools like PRA, RRA etc will be used. In the VDLP, prioritization of activities would be done and accordingly all the activities will be distributed across the entire period of seven years. In this VDLP different kinds of interventions with possible source of funding for convergence would clearly be captured (as reflected in the following table). Afterwards the VDC may put up the matter in Palli Sabha / Gram Sabha, get it approved from it and finally submit it to the ITDA for administrative and technical approval. The FNGO/ITDAs would take steps to approach the concerned departments and ensure the fund release from these departments. For each sources of funding some suggested ways are mentioned here to facilitate smooth fund flow and thereby quality execution of the work.

However, at different levels following aspects may be looked for better convergence:

- The officials of development departments, local legislators, district level PRIs, etc. should be motivated to integrate several schemes at one place i.e. at the village level on cluster basis. This will have a positive impact on the neighboring villages and successful benefits can be up scaled in other areas without waiting for repeated source of funding under convergence.
- Each district have to prepare a production enhancement plan for each village covered under the micro watershed for a period of 5 years, which will address the food security, nutritional security for the inhabitants of watershed areas. The plan should also integrate livestock, poultry & fisheries sector.





- The annual action plan on livelihood of Agriculture & allied sector is to be worked out from the comprehensive five year plan. The annual action plan for the year then placed before the Pali Sabha & Gram Sabha for approval. A consolidated approved programme VDC wise be submitted to Line Department like Agriculture/Horticulture/Animal Resource & Fisheries for convergence by concerned ITDAs with a copy to PSU & ST & SC Development Department. The advance planning for Agriculture & Horticulture development programme for the year is to be submitted to line department by end of February for Kharif season & by end of August for Rabi season. Further, the representative of FNGO & Agriculture / Horticulture Officers at ITDAs level are to interact with the officers at districts level prior to execution, during execution & after wards as and when necessary.

Sl no	Program component	Kind of works to be taken up	Level of expenditure	Source of fund
1.0	Capacity building for empowerment			
1.1	Community empowerment and management	Institution building, taking up EPA, trainings on gender sensitization, leadership, maintenance of village infrastructure, PRI, rights of tribal, communications, self evaluation, group dynamics, grass root organization management, funds management and accounts etc. Exposure to the successful community based organizations implementing similar programmes outside their village.	ITDA	BKVK/ State Govt. (in case of Non KBK districts)
1.2	Capacity building of SHG, UG, CIG etc. (Skill development)	Trainings and exposures on the components such as land & water management, agriculture & horticulture development, livestock & aquaculture development, participatory forest management, development of community infrastructure and nonfarm activities to address the specific skill gap in the village	ITDA at VDC level	ATMA, JEEBIKA, Mission Shakti
1.3	Capacity building for staff of FNGO	Need based capacity building programs in and outside the district/state to be organized for the FNGO staff	ITDA	Govt.
1.4	Facilitating cost to the FNGO	Staff of cost of FNGOs and consortium of NGOs including other recurring costs.	ITDA	Govt.





SI No	Program component	Kind of works to be taken up	Level of expenditure	Source of fund
2.0	Livelihoods enhancement	Land development, irrigation infrastructure creation including farm pond, dug well/ring well/ deep bore well, plantation forest and fruit tree, fencing(live, barbed wire/weir mesh)	VDC	MGNREGA / RLTA
2.1	Land and water management	Water harvesting structure, LBCD, Catchment conservation, Gully treatment, DBI, RCC structures on rain water management & sanitation	VDC	IAP
2.2	Agriculture and horticulture development	Promotion of Maize, millet, ragi through Maize & Millet Development Programme, compact area crop demonstration programme on hybrid maize, mustard, sunflower, SRI, Line transplanting, mechanized farming, Pulses Development Programme (Arhar, mung, biri, gram & field pea), Application of Bio-fertilizer, Promotion of Farm mechaneries, Pump sets, HDPE pipes, Encouraging use of Gypsum & PMS, Promotion of Micro Nutrients, Soil testing, Green Manuring, Community nursery, vermi-compost, farm equipments etc. of Agril Deptt.	VDC	RKVY / NFSM/ ISOPOM/ Agriculture Policy / MGNREGA / SCA to TSP / RLTA
2.3		Promotion of WADI, inter cropping inside WADI, encouraging micro irrigation like drip/sprinkler irrigation system, promotion of organic spices, vegetables, availability of quality planting materials through promotion of model nursery, strengthening the market linkage through promotion of packing/sorting/grading & provision cool chain vans under Horti. Deptt.	VDC	RLTA/ RKVY
2.4	Poultry, Goatery and aquaculture production	Goat rearing, backyard poultry and improved broiler farming, fishery, vet kit, vaccination program	VDC	SCA to TSP, MGNREGA
2.5	Rural financial services	Meet the critical credit need for consumption/production purpose, For taking up IGA by SHG	VDC	BRGF





Sl No	Program component	Kind of works to be taken up	Level of expenditure	Source of fund
2.6	Community infrastructure fund	Communication, HH water supply, infrastructure relating to health and education, Community go-down, drying yard,	VDC	MGNREGA
2.7		Both for rehabilitation of the degraded forest and natural regeneration through VSS	VDC	Govt.
3.0		It targets the vulnerable families, including landless, destitute, disables and those who are unable to be part of the SHG or other income generating activities.	VDC	Govt.

Some of the important convergence programme are narrated below & these are subject to change from time to time for which line department/ sister department Official should be contacted regularly.

Panchayatiraj Department

Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS):

This is a flag ship programme of Govt. of India in accordance to the National Rural Employment Guarantee act 2005. It aims at providing minimum 100 days of employment to a adult unskilled men & women. Land Development, Water Conservation structures, Construction of ponds, Renovation of old tanks, Plantation programmes like WADI, Road connectivity etc. can be converge with Watershed programme of OTELP. FNGO/ITDA will coordinate with Gram Panchayat/Block Development Officer/ DRDA.

- Plan preparation-identifying the plans/components from the VDLP which to be implemented under MGNREGS.
- Prepare the estimates of each component as per the cost norms and guide line of MGNREGS and prepare the budget. Break the plan year wise.
- Get it passed in Palli sabha and subsequently in Gram sabha
- Submit the plan to ITDA for technical and administrative sanction
- ITDA will make the proposal online to DRDA for financial sanction. Approval of the total proposal for five years period, financial sanction for one year.
- Once it gets FS work order is to be issued in the name of the VDC. Start the work with work initiation meeting. Job seekers to submit the C2 form for the same.
- MR will be issued from the block and the works gets initiated, measurement by the WDT/ special authorized staff in alternate weeks, weekly payment by looking at the actual MR dully certified by the VDC,
- Payment to the job seekers in their respective accounts from the ITDA directly. Separate staffs





need to be placed at the ITDA for day today management of NREGS work.

- Work completion report for each piece of work along with photo of the work before and after completion need to be submitted to ITDA.

Backward Region Grant Fund (BRGF):

Plan preparation- identifying the plans/components from the VDLP which are to be implemented under BRGF

- Prepare the estimates of each component as per the cost norms and prepare the total budget.
- Get it passed in Palli sabha and subsequently in Gram sabha.
- Submit the plan to ITDA which would be forwarded to the district for consolidation. The district again will forward it to the state for final approval.
- After it gets approved by the state, again it is to be forwarded to ITDA through the DRDA. Then work order be issued in the name of the VDC. Work gets started and payment to the workers is to be made through their account by the VDC.
- Work completion report for each piece of work along with photo of the work before and after completion need to be submitted to ITDA.

Odisha Livelihood Mission (OLM):

The programme aims at enhancing the socio-economic status of poor specially women & disadvantage groups. The programme is implemented through Panchayati Raj Department. The programme is to be converge with the programme of OTELP Plus.

Swarna Jayanti Gramya Swarojagar Yojana (SGSY):

This programme aims at providing self-employment for individual as well as groups of Rural Area who are below poverty line (BPL). The scheme provides support for group formation, capacity building, credit. It provides establishment of Agriculture & Non-agriculture enterprises. It has reservation of 10-20% for BPL SHG group, 50% for SC ST, 40% for women & 3% for disable persons. BDO/Bank/DRDA to be coordinated for convergence of the programme.

Odisha Rural Marketing Development Society (ORMAS):

A autonomous society under Panchayatiraj Department registered under 1860 Registration of Society Act. It provides support for capacity building, for value addition & provide market support for the product of the SHG within the State & outside. The programme is to be converged with the programme of OTELP Plus.

BKVK:

This source of fund is for the capacity building component. The FNGOs and Consortium of NGOs will identify Capacity Building Needs Assessment (CBNA) for all the category of stakeholders and prepare an annual training calendar for capacity building of the stakeholders for empowerment. This calendar shall also to be designed in the line of the activities proposed by the communities in the VDLP. The FNGOs are to submit the same to the ITDA. The ITDA will consolidate the capacity building programmes and submit to the PSU for approval & funding from the P&C Department, Govt. of Odisha. On approval, the funds will be released to the respective districts by the P&C Department and the subsequently, the ITDA release funds to the respective FNGOs.





Agriculture Department

AGRICULTURE SECTOR

Rastriya Krishi Vikash Yojana(RKVY):

The Scheme was introduced by Govt. of India in the State in order to increase the expenditure in Agriculture & allied sector with objective of 4% growth. It has several sub-component which are being implemented in Odisha.

- Bringing Green Revolution to Eastern India (BGERI). Some of the major interventions taken up under the scheme includes Acid Soil Management, Farm Mechanisation, SRI methods of paddy cultivation, E pest Surveillance, Establishment of Vermi compost & Vermi hatcheries, support for Crop demonstration on paddy, Hybrid Maize, Hybrid Sunflower, Upscaling Pulse production, new cultivar of groundnut, Mustard. Besides these demonstration Farmers were given incentives for deep ploughing, line transplanting, Seed treatment, Weed management, Plant protection. INM through Director of Agriculture. Integrated Onion cultivation, single line trellis system for Cucurbits, Protected cultivation (poly green house), seed village scheme on Turmeric & supply of vegetable mini kits to the farmers are implemented through Director of Horticulture.
- Initiative for Nutritional Security through intensive millets promotion (INSIMP). The scheme aims to demonstrate the improved production and post harvest technology on Ragi crop. The programme implemented through Director of Agriculture.
- Programme of Integrated Development of Pulse villages in rain fed areas. This programme is implemented by Director of Agriculture. Its support for insitu moisture conservation by construction of New tank / Renovation of old tanks with polythene lining, new dug wells and crop demonstration on Pulses.
- Special programme on oil Palm area expansion (OPAE). This programme is implemented through Director of Horticulture. This programme promotes for plantation of oil Palm.

Over and above the sub-programmes of RKVY, programmes on construction of onion storage structure, Vermi hatchery unit, const. of Pusa Zero Energy Cool Chambers can be converged in the OTELP programmes through Horticulture department.

FNGO/ITDA have scope for initiating new proposals on various livelihood intervention on Agriculture, Horticulture & livestock development for their districts. The project proposal should be based on agro-climatic conditions, local needs of the people with a project outcome of bringing quantitative change in the production & productivity on various components of Agriculture & allied sector. The project proposal of the districts is to be submitted to the PSU, OTELP by the end of January of each year to study its feasibility. The PSU will submit the project proposal to the nodal department i.e. Agriculture Department through ST & SC Development Department for approval at State Level Sanctioning Committee (SLSC) of RKVY.

Support to State Extension Programme for extension reform:

The central sponsored plan scheme is in operation in all the districts through establishment of an autonomous institute **Agriculture Management Technology Agency (ATMA)** implementing the above scheme in the districts. The scheme stress on unification & intensification of extension activities in Agriculture and allied Sectors and also to minimize the productivity gap between the actual and





potential yields of the various crops. It promotes farmer learning by setting of farm school, adopting group approach in line with identified needs & requirement of the farmers in the form of Common Interest Group (CIG)/ Farmers Interest Group (FIG), Private Public Partnership to ensure delivery of extension service to the farmers. FNGO/ITDA are to submit plan & proposal on Agriculture & allied sector livelihood for their watershed to the Project Director, ATMA for approval in its Governing Body meeting. The proposal includes training, exposure visit, demonstration, farm school, field day, exhibition, IEC materials, etc.

National Food Security Mission (NFSM):

A centrally sponsored scheme is in operation for increasing production of Rice & Pulses through area expansion and enhancement of productivity in a sustainable manner. The scheme on Rice provides support to the farmer for conducting compact area cluster demonstration on improved practices, SRI, distribution of seed minikits, subsidy on sale of certified seeds, incentive for micro nutrients, liming, incentive for farm machineries etc. Similarly, for Pulse, the scheme provides support for distribution of certified seeds, organization of technology demonstration, package demonstration of Pulse based inter cropping system, demonstration on management of paira crops in Rice-Pulse system, subsidized sale of Gypsum, Micro nutrient, Bio-fertilizer, PP chemicals & subsidy on sale of farm machineries, pump set, sprayers, pipe carrying water etc. The FNGO/ITDA at district level to coordinate with Dy. Director of Agriculture for convergence.

Integrated Schemes on Oil Seeds, Pulses, Oil Palm & Maize (ISOPOM):

The Central Govt. scheme provides support to the farmers for growing oil palm, oil seed, pulses & maize. The main objective of the scheme is to provide assistance on production & use of quality seeds, demonstration, farmers training, subsidy on PP equipments, PP chemicals, Weedicides, farm implements, micro nutrients, gypsum, Bio-fertilizer, sprinkler, exposure visit of farmers to inside & outside the state. The FNGO/ITDA at district level to coordinate with Dy. Director of Agriculture for convergence.

Development & Strengthening of Infrastructure for Production & Distribution of Quality Seeds:

The scheme provides support to farmers for production of certified/quality seeds of Cereals, Pulses & Oil seed crops on farmers field. The FNGO/ITDA at district level to coordinate with Dy. Director of Agriculture / Seed Production Officer, OSSC for convergence.

Sustainable Harnessing of Ground water in Water Deficit areas:

The scheme envisages exploitation of ground water resource in water deficit areas through bore well on cluster basis in hard rock areas of the State. The scheme provides irrigation facilities mostly in deficit/drought /tribal blocks of KBK districts. After completion the bore well project will be handed over to the individual farmers on ownership basis to provide irrigation to at least one hectore of cultivable land. BPL, small & marginal farmers are given priority. Lift irrigation of water resources department is the nodal agency for its execution. Thw FNGO / ITDA at district level is to coordinate with lift irrigation officials.

Macro Management of Agriculture (MMA):

Centrally sponsored scheme for strategic interventions for technology upgradation of different crops





like Rice, Cotton, Jute & Ragi. The objective of the scheme is to provide assistance for technology up gradation through provision of adequate demonstration in farmer's field, training to farmers on latest production technology, exposure visit of the farmers to the higher productivity areas to see the impact of improved method of cultivation, increase in seed replacement ratio (SRR) by providing incentive on production & distribution of certify seeds, popularization of Farm Mechanization by providing subsidy to the farmers. The FNGO/ITDA at district level to coordinate with Dy. Director of Agriculture for convergence.

State Agriculture Policy:

State Agriculture Policy gives focus more on the economic well being of the farmers. It provides financial support on Establishment of **Agro-service Center (ASC)**. ST/SC/Woman/Unemployed graduates are provided back ended subsidy. The ASC can provide customized hiring of farm machineries to the farmers in watershed area.

- **Private Lift Irrigation Project (Jalanidhi)**

Individual farmers may be encouraged to go for creating captive irrigation source through dug well, bore well for which policy provides subsidy up to 75%.

- Farm Mechanisation has great significance for enabling farmers to take up timely and quality agricultural operations, reduction in cost of production and improving the productivity. Various Farm Equipments/Implements like tractors, power tillers, power operated implement, manually and bullock drawn implements, power thresher, etc. are to be supplied to the farmers at a subsidized rate.
- Management of Acid soil. For the management of acid soil, there is provision of paper mill sludge which can be provided subsidized rate.

The FNGO/ITDA at district level in coordinate with KSK of the district to avail the subsidy under the Agriculture policy.

Integrated Farming:

Farmers will be encouraged to take up integrated farming, so that if any of the crop fails due to natural calamities, the farmers can get the income from other farming sector. This will also generate an additional source of income in providing livelihood support to the farmers. The programme can be converged with the OTELP Plus programme. ICAR institute like CRRI, OUAT, KVK can be contacted for its convergence.

HORTICULTURE SECTOR

Development of Potato, Vegetable & Spices:

The programme gives support for increase the production of potato, vegetables & spices in the State. The main objectives are supply of seed potatoes, vegetable seeds & planting materials of spices to the farmers of the State at a subsidized.

National Horticulture Missions (NHM):

NHM is a central sponsored plan scheme. All the OTELP programme districts- Koraput, Gajapati, Kandhamal, Kalahandi, Malkangiri, Nawarangpur & Rayagada have been covered under the programme. The district wise crops selected are:





District	Crops
Koraput	Mango, Banana, Ginger, Turmeric, Flower
Gajapati	Mango, Cashew, Banana, Ginger, Turmeric, Flower
Kalahandi	Mango, Banana, Turmeric
Kandhamal	Mango, Cashew, Citrus, Banana, Litchi, Ginger, Turmeric, Flower
Nawarangpur	Mango, Banana
Malkangiri	Mango, Litchi, Cashew
Rayagada	Mango, Cashew, Litchi, Flower, Banana

The other support from NHM are production of planting materials, establishment of new gardens, floriculture, spices, protected cultivation, promotion of INM, IPM, organic farming, Bee keeping, Horticulture mechanization and on Integrated Post harvest Management. For convergence of the above programmes FNGO/ITDA have to forward the project proposal to District Management Committee (DMC) of NHM for its approval where the DDH is the nodal officer.

National Mission on Micro Irrigation (NMMI):

The Govt. of India CSP scheme provides subsidy to the farmers for installation of drip and sprinkler irrigation system for judicious use of water to irrigate crops. Director of Horticulture is implementing the scheme through DDH / ADH of the district.

Odisha Rural Livelihoods Programme (JEEBIKA):

Odisha Rural livelihoods programme (ORLP) is an initiative for providing an additional livelihood component. This programme called (JEEBIKA) intends to address and enhance the livelihood need of the landless and marginal households that are generally left out under normal watershed activities. ITDA may submit Project Proposal to ORLP for undertaking different activities.

ST & SC Development Department

SCA to TSP:

This is meant for family oriented income generation scheme in the sector of Agriculture, Horticulture, Sericulture, Livestock & cooperation. A part of the SCA (not more than 30%) of the funds may be spent for development of infrastructure creation in such IG scheme. The funds available with ST & SC Development Department & allotted to the ITDAs as per the demand and need.

IAP:

The district level committee headed by the District Collector and consisting of the Superintendent of Police of the district and the Divisional Forest Officer, is the final decision making authority to spend the IAP fund for development schemes according to need, as assessed by it. The above committee would draw up a Plan consisting of concrete proposals for public infrastructure and services such as School Buildings, Anganwadi Centres, Primary Health Centres, Drinking Water Supply, DBI (Diversion based Irrigation), Village Roads, Electric Lights in public places such as PHCs and Schools etc.

Here the ITDA would act as PIA for channelizing the fund from the district. The ITDA after getting the VDL from the VDC would forward the proposal for the required fund under IAP of the district and get it approved. The implementation would be done by the VDC after getting work order from the ITDA.





Convergence from CSR funds (Corporate Social Responsibility Fund):

International / Indian Corporate house & Public Sector Corporations like Bill Gates Foundation, TATA, IMFA, Azim Premji Foundation, INFOSYS, OMC, NALCO, MNCFL etc are providing funds for take up different Income Generation Programmes, Health & Education development, supply of safe drinking water & environmental protection programme, specific plan & programme per OTELP Plus Watershed prepared & submitted to District Collectors/ Corporate House for convergence.

Forest Department

Joint Forest Management (JFM):

The programme envisages for protection & rejuvenation of the existing forest of the village with active participation of community. A Joint Forest Management Committee is formed in village. The committee manage the forest of the village. The programme can be converged with OTELP Plus areas.

School & Mass Education

Sarba Sikhya Abhiyan:

The programme provides free education to the children of age group of 6-14 years. The programme is to converge in OTELP Plus programme with coordination of District Coordinator of SSA. The programme of School & Mass Education is to be converged with OTELP Plus programme.

Woman & Child Development Department

Mission Shakti:

The programme supports for empowerment of women by forming into SHG. The scheme provides revolving fund, capacity building on taking IG activity, marketing linkage etc. They support for vegetable cultivation, floriculture, mushroom cultivation, value addition of minor forest product, diary etc.

Mid-day Meal (MDM):

The scheme supports for providing mid day meal to the school going children up to class-I to V of Govt. School/Govt. Aided School & Private Schools also. Children are provided foods having 300 Calories & 8-12 gms of Protein per day. This programme of Woman & Child Development Department can be converged with OTELP Plus programme.

Health & Family Welfare Department

National Rural Health Mission (NRHM):

This Programme provides health care for the rural areas. Asha Worker of the village are to be associated in the programme.

Janani surakhya Yojana:

The programme provides financial support to the pregnant women for providing nutritional diet during the period of pregnancy and for institutional delivery. These programmes of Health & Family Welfare Department are to be converged with OTELP Plus programme.





Programme Management

Key elements:

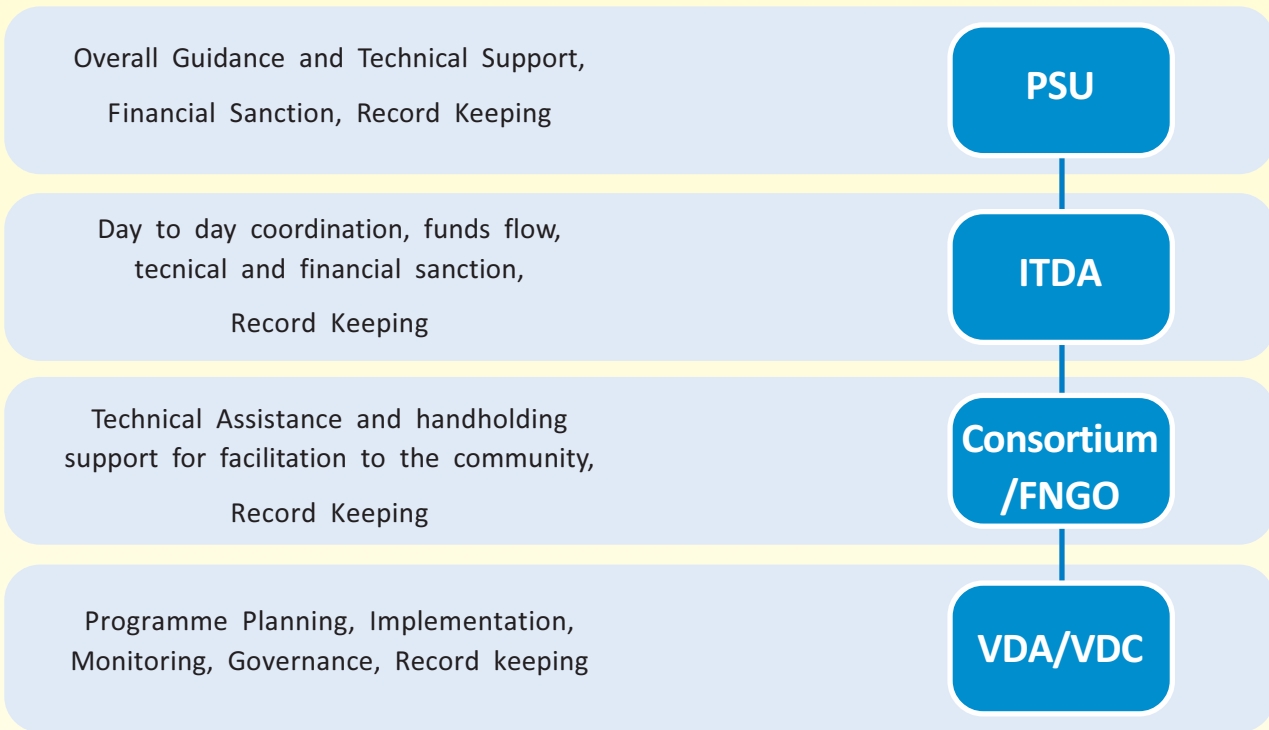
- Basic framework of the project
 - Institutional aspect
 - Financial aspect
 - Project management aspect
- Phases of the programme
- Operational modalities (PSU, ITDA, Consortium, FNGOs)
- Financial allocation and fund flow
- Review and monitoring

Basic Framework of the project

8.1 Institutional aspect:

Under OTELP PLUS the scope of overall work is considerably enhanced compared to traditional watershed development work in order to achieve holistic development. Besides, this empowerment of tribals has been kept in the centre stage to achieve post project sustainability. For this purpose, two specific steps have been taken (i) provision of additional mechanisms and (ii) creation of effective instruments (for improving the existing mechanisms). Some of the mechanisms and instruments created under OTELP PLUS are indicated below-





8.2 Financial aspects

- A separate allocation of revolving fund for development of livelihoods (land based as well as livestock based livelihoods or any other micro enterprises).
- Convergence would be done at the ITDA level, and VDC would report to ITDA. ITDA would report to the concerned line departments. Adoption of project cycle management concept for proper sequencing of components, and adjusting the capacity building inputs as well as monitoring system in accordance with the identified inputs and outputs under each component.
- Provision of additional fund for improving the delivery system at different levels; which includes (i) hiring of thematic resource organizations at state level for strengthening of critical aspects namely organization of SHGs, understanding of legal rights, collective marketing of produce; institutionalization of participatory processes; monitoring of outputs and outcomes; etc (ii) hiring of experienced resource persons for capacity building of different stakeholders (iii) outsourcing of experts for FNGOs like engineer , agriculturists or any other on short term basis during the project implementation phase; (iv) creation of project management units at state and district level as a part of the ITDA (for carrying out additional works under OTELP PLUS in a focused manner), etc.

8.3 Project management aspects

- High priority to adopt indigenous technologies for NRM Payment to labourers strictly as per MGNREGA/ prevailing SoR of works deptt. wage Rate and with equal wage to men and women and through banking system. OTELP Plus may provide extra support staff to bankers for making the timely MGNREAG transactions possible. (For example: for maintaining 500 accounts , one such staff may be allotted)
- Involving UGs / SHGs for execution of works.
- Development of holistic plan at village level / micro-watershed level/ cluster level so that it can be used as an instrument for convergence with other schemes / departments.





- Preparation of perspective plan for the entire period of 7 years but preparation of annual action plan as per the phase specific components and sub-components with respect to the scheme/ programme financing the component/ sub component.
- Adoption of indigenous technologies which are preferred by the community but whose design and estimates are currently not available with the ITDA may be included and supported from MGNREGS.
- Overall approval of perspective plan of 7 years by the district level management committee (after social approval by the VDA). Subsequently approval of annual action plan at different levels in a decentralized manner. This may include (i) social approval of consolidated annual action plan by Palli sabha / VDA; (ii) technical approval of one work at time by experts at the FNGO level (iii) financial – cum – administrative approval of consolidated annual action plan by ITDA.
- Hiring of technical services from experienced resource organizations (even if they are outside the government department) on payment of service charge out of the developmental fund under the respective component.
- Simplifying the design and estimate of structures / measures so that labourers could easily know their due amount even at different stages of progress.
- Painting of latest Minimum Wage Rate (MGNREGA wage rate) and abstract of estimate about each item on village walls in order to increase transparency in transactions.

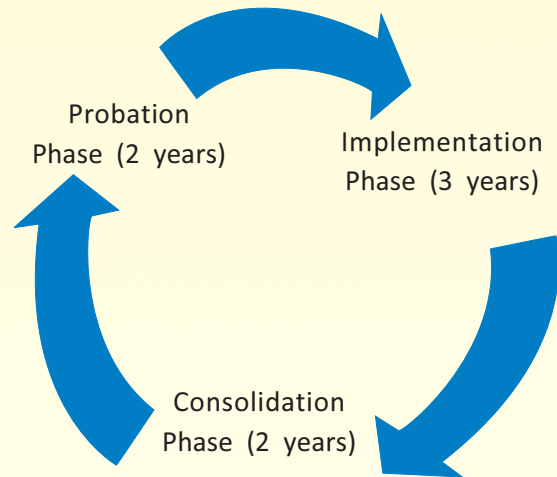
8.4 Phases of the programme

- In case of conventional watershed programme, each micro-watershed project has a total period of about 5 years. There is a tendency to move slowly during the initial 1-2 years of the project due to lack of clarity about critical interventions to be made during this period. Afterwards there is a tendency to jump into execution of high cost structures to make up for the shortfall in budget utilization. This often leads to top-down culture even in a project where process oriented development is very critical. Towards the end, the project is abruptly closed with the result subsequent growth processes do not become sound due to lack of preparedness of the community.
- Keeping these in view the project is divided into three distinct phases spreading over 7 years namely (i) probation phase (2 years); (ii) main implementation phase (3 years); and (iii) consolidation phase / withdrawal phase (2 years). Critical interventions under each phase are indicated below which can form the basis of designing project cycle indicated earlier.
 - o **Probation phase:** Major attention during this phase may be on the following aspects (i) awareness building of different stakeholders about project objectives, strategy and approach, expected end results, etc; (ii) organization of community at village level and micro-watershed level; (iii) capacity building of different stakeholders through handholding approach; (iv) development of natural resource in a small area of about 25 ha (which may include participatory planning, implementation and evaluation of works related to development of private land with 8-10 families, development of one drainage course, construction of one WHS, regeneration of forest area through social fencing in one compact area, etc). Besides, 1-2 community oriented infrastructure facilities may also be created during this phase. It is crucial that same institutional as well as financial management systems are adopted during this phase (which are envisaged for the main implementation phase), so that undesirable impressions are not created among different stakeholders.





- o Allocation of land right, provision of safe drinking water, convergence with other departments for wage employment, health and education may be addressed during this phase.
- o A detailed perspective plan shall be prepared for each village before completion of this phase.
- o Initiatives may also to be taken with regard to promotion of non-land based livelihoods through revolving fund to the existing SHGs.
- o At the end of the above phase a critical assessment of the capacity of FNGO Experts/ WDT and also the preparedness of village community may be made by an inter-disciplinary team identified by PSU. If the performance is not satisfactory the FNGO or the village community may be disqualified or given one more opportunity as decided by PSU.
- o **Main implementation phase:** may include the following interventions namely (i) organization of leftover families into CBOs; (ii) continued emphasis on allocation of land right; (iii) carrying out planning and implementation of rest of the natural resource; (iv) productivity enhancement in agriculture and allied enterprises namely horticulture, livestock, fisheries, etc; (v) participatory monitoring of physical progress, financial progress, processes, sustainability of intervention, etc.
- o **Consolidation phase / withdrawal phase:** may begin towards the end of Main Implementation Phase. Main focus during this phase may be on the followings, (i) preparation of project completion report with details about status of each intervention; (ii) organization of leftover families into groups, federations, etc.; (iii) improving the sustainability of various interventions made under the project; (iv) sustainable utilization of common fund available with the CBOs; (v) addressing issues related to repair, maintenance and protection of CPR; (vi) building the capacity of CBOs to perform new roles during the post project period and (vii) facilitating linkages between CBOs and development departments including credit institutions.



After completion of 6th year, household survey is to be done so that it can be compared with the data of household survey conducted during the probation phase. Besides, a prospective plan for each village for next 5 to 7 years is to be prepared and CBOs are to be capacitated to implement these plans themselves during the post-project period.

- Further details about each step, use of PRA tool, standardized framework for collection and consolidation of data are given in a separate handout.

8.5 Operational modalities (PSU, ITDA, Consortium, FNGOs)

Consortium Arrangement:

When the objective of the OTELP Plus project would appeal to a group of organizations who have prior experience of working together for a common cause, the group of organizations might come forward to form a consortium for implementing a large number of MWS under OTELP Plus. There each of the





organization would work as facilitating NGO to develop the micro-watershed exclusively allocated to them. Further, they will choose one of the organizations among them as lead organization. In addition to implementation of MWS, the consortium of FNGOs will coordinate with each other to improve the quality of work. The type and scope of the work to be performed by the partners of a consortium in their capacity as FNGOs is described below:

- 1) Every FNGO including the lead agency shall be solely responsible for the implementation of its assigned number of micro-watershed projects by directly receiving funds from the ITDA and engaging the required personnel.
- 2) Lead organization/secretariat holder will play the resource NGO role and will be responsible for the following coordination and support the following activities:
 - Assessing the capacity building needs of the personnel engaged in the project by all the partners.
 - Their capacity building to be able to implement the project through community led processes.
 - Dissemination of good practices among the partners to facilitate quality execution everywhere.
 - Helping partners to have proper systems to monitor the quality of works/processes and execute corrective actions timely.
 - Compiling the project information and reporting to ITDA and others concerned.

There will be provision for providing additional funds to the lead agency to perform its' role as secretariat holder.

- 3) It would be the obligation of the FNGOs to inform each other about the attained results or work progress, and to submit reports as mandated under the project. The lead organization will submit the consolidated report to PA, ITDA.
- 4) Each FNGO is severally responsible to abide by the terms and conditions of the MoU between ITDA and the consortium and shall be liable for non-performance and irregularities in the projects executed by them. Each FNGO indemnifies the others from any harm that may be caused due to any of its acts. However, if any failure is due to acts of nature (fire, flood, earthquake, storm, hurricane or other natural disaster, war, invasion, act of foreign enemies, hostilities, civil war, rebellion, revolution, insurrection, military or usurped power or confiscation, terrorist activities, nationalization, government sanction, blockage, embargo, labour dispute, strike, lockout or interruption or failure of electricity or telephone service), this may not be applicable.
- 5) Each FNGO shall try their best to continue its engagement till the end of the project unless terminated by the ITDA. In case any FNGO, for any unforeseen reason, is unable to continue with the project, it will inform the other members of the Consortium at least three months in advance. The lead organisation, in consultation with other FNGOs in the Consortium will then approach the ITDA either to reallocate the micro-watersheds among the remaining FNGOs of the Consortium or to assist the ITDA in finding a new FNGO to accomplish the unfinished project.
- 6) All the partners together may terminate their participation by giving one month notice to the PA, ITDA when they mutually agree that the development goal of the project cannot be attained because of unacceptable co-operation or significantly inadequate funding or any other reason. In the event of termination, PA, ITDA shall be notified about it by the lead organisation.





7) FNGOs cannot assign their tasks under the project to a subcontractor.

For operation of the consortium there will be two separate bodies:

Execution Body: This body consists of three professionals and one MIS executive cum assistant. Out of these three professionals, one will be designated as team leader and other two as livelihoods experts. This body is primarily responsible for assessing capacity of all Watershed Development Team (WDT) experts working at the FNGO level and helping them to enhance their capacities to effectively ensure the deliverables of the project, by arranging time to time trainings and exposures. When needed, this body will take help of outside experts to impart training and build capacity of all the FNGO staff. The staff of the Consortium will also remain actively engaged in field for demonstration purpose. In addition, the Consortium will play a Co-coordinating role with ITDA and other line departments for all project related affairs.

Consortium Board: This body consists of the representative of the entire partner NGOs of the consortium; will be primarily to guide the operation of the consortium. The board may meet in regular intervals for providing direction to the consortium for its effective running. For doing this, the board will do field visits before each board meetings, take inputs from the FNGO staff as well as the consortium execution body. Team leader of the consortium will present its accomplishments before board in the quarterly board meeting.

For operation at the FNGO level:

For every 10-12 MWSs (5000 Ha treatable area), the respective FNGOs of the consortium would have a Watershed Development Team (WDT) comprising of three experts and one MIS executive come accountant. Out of these three, one would be chosen as a team leader for co-ordination. The expert members are primarily responsible for direct implementation of the project in the corresponding area. This team would have monthly review meeting. Moreover, there will be provision of two CSP for each village, these people will be engaged as Community Service Providers (CSPs) and will be paid through the respective Village Development Committees (VDC) and will be accountable to concerned VDAs rather than to the respective FNGOs.

Review and Monitoring at consortium level:

FNGO level: The WDT/ Experts at FNGO level will hold meetings fortnightly to review the progress, and also do cross visits to know the progress in each other's area.

Consortium level: All team leaders of the consortium will hold monthly meetings, at the consortium office, where the consortium staff will also remain present, to discuss the progress of the project, and chalk out strategies to overcome different bottlenecks that might hinder the progress of the project. The team leaders will also seek required support from the consortium execution body as and when required. In addition, as described earlier, at consortium level the consortium board will also remain engaged for review and monitoring work of the consortium.

Project documentation and reporting:

At FNGO level: Team leader at FNGO level is responsible for submitting all project related documents to the consortium on monthly basis. The team leader may seek support of MIS executive cum accountant assigned to his/her team.

At Consortium level: The team leader, consortium will have the responsibility to consolidate all the reports submitted by the respective FNGO team leaders, with the help of the consortium MIS executive cum accountant and share it with the PA ITDA and also with the all relevant stake holders.





CHAPTER - 9

Financial Allocation and Fund Flow

The programme design of OTELP PLUS has adopted the funding norms of OTELP which specifies the allocation of funds across its programme components and sub components. However, the funding are to be mobilised from various ongoing government schemes/ projects like MGNREGS, BRGF, BKBK, RKVY and from the State Government financing. The tentative financial allocation has been made based on the experiences of implementation of OTELP. Rather, this is an indicative one and more or less funds may be sources and utilised depending upon the action plan for the villages and availability of financial resources. The component wise financial allocation has been made as follows:

Sl. No.	Programme Component	Level of Exp.	Unit Cost/ Ha	Source of Funds
1	Capacity Building For Empowerment			
1.1	Community Empowerment & Management	FNGO	500	BKBK
1.2	Capacity Building for of communities (Skill Development)	FNGO/ ITDA	360	BKBK
1.3	Capacity Building for staff of FNGO	ITDA	100	Govt
2	Livelihoods Enhancement			
2.1	Land & Water Management	VDC	8060	MGNREGA
2.2	Agriculture & Horticulture Development (Unit Cost/ MWS)	VDC	43000	RKVY/ NHM/NMMI/ NFSM/ATMA/SCA to TSP
2.3	Livestock and Aquaculture Production (Unit Cost/ MWS)	VDC	34000	RLTAP/RKVY/ SCA to TSP
2.4	Rural Financial Services	VDC	565	Govt
2.5	Community Infrastructure Fund	VDC	1200	BRGF
2.6	Participatory Forest Management	VDC	1120	MGNREGA
2.7	Administrative Overhead to the VDC (Unit Cost/ MWS)	VDC	33000	Govt
	Sub Total			
3	Development Initiative Fund	VDC	1000	BKBK/SCA to TSP

The districts under OTELP plus, where BKBK scheme is not operational, funds will be sourced from Government/ other suitable ongoing schemes/ programmes.





9.1 Duration of Programme Cycle

Looking into the complexities of the livelihoods specific interventions and additional components under OTELP PLUS, the total project cycle of five years in a micro watershed has been extended to seven years, where initial two years will be known as the Probation Phase, next three years will be the main Implementation Phase and the last two years will be the Consolidation Phase. The Probation Phase of the cycle will focus organizing communities into desired institutions and capacitating them to implement the programme activities through participatory and a systematic manner. Besides, this phase will also concentrate on preparing of Village Development & Livelihoods Plan and initiating the implementation process in about 5% of the treatable area as a part of the learning process on the basis of a micro plan addressing immediate needs of the village. The main Implementation Phase will follow in actualizing the activities planned in the VDLP through agreed institutions. The Consolidation Phase will ensure sustainability of the process of institution building and physical interventions resulting in a gradual withdrawal of the programme. The details of the funds allocation in different phases are as follows:

Allocation of funds for NRM and livelihoods support systems

The funds which will be directly invested within the micro watershed for development of the natural resources as well as for the livelihoods support of the communities, have been covered as the consolidated work component of the cost structure. The detail allocations under different sub components as the tentative year wise break up are as follows:

Gross allocation of funds per ha under different sub-components for NRM and livelihoods support systems

SI No	Sub Components	Allocation per MWS (Rs. Lakhs)	Rs/Ha
a.	Land & Water Management	40.30	8060.00
b.	Agriculture & Horticulture Development	0.43	86.00
c.	Livestock & Aquaculture Production	0.34	68.00
d.	Rural Financial Services	2.83	565.00
	Sub Total	43.90	8779.00

It shall be taken care of that while maintaining the overall ceiling on different components, the actual expenditure should be as per the requirements. In other words, no expenditure would be incurred on the approved components, if it is not essential while more expenditure could take place (within the overall unit cost) on other approved components which are critical to the success of the programme and decision in the regard will be taken by the field unit.

The operational modalities of implementation of programme activities under all the sub components are given below.

Various components and sub components of activities, envisaged in the programme.

a. Land & Water Management:

The total cost per ha. allocated for this category is Rs. 8060/- which comes Rs. 40.30 lakhs for direct investment in development of land and water resources within the micro watershed. However, the





communities may have to be mobilized to contribute about Rs.1200/- per ha which brings to a total amount of Rs.9260/- per ha for direct investment. The percentage of contribution should be fixed by the community depending upon the landholding of the households and the nature of assets, being created. At least 10% contribution must be ensured from the SC/ST households and persons identified below poverty line while a minimum of 20% contribution must be ensured from other households in case of activities in community land. In case of private lands, the VDC must negotiate with the concerned user groups and facilitate as much contribution as possible but not less than 20%. A general norm should be agreed on contribution by the VDC prior to starting the activities under this component.

This component will cover all activities on mechanical structures and agronomic practices for conservation of soil and water resources such as creation of small irrigation structures like check-dam, Farm pond, WHS etc, development of the agricultural lands (contour bonding, terracing etc.), treatment of the nalas, soil conservation measures (gully control, contour trench, staggered trench, contour plantation etc.), conservation tillage, DCP, promotion of improved agronomic practices of horticulture and agriculture in highly degraded lands to restore top soil and soil moisture.

The funds under this component will be mobilised from MGNREGS which guarantees 100 days of job per family per year. Thus, while calculating the total allocation per year the total number of families and total labour availability with these families needs to be taken care of. Based on the labour force estimation, the tentative funds required for providing 100 days of job per family needs to be calculated. Over and above the estimated labour cost, the material cost shall be estimated and added to the labour cost to arrive at the total estimated cost. However, the ratio of labour and material cost shall be maintained at 60:40. Based on the approved VDLP and AWP&B for each village, activities will be taken up by the VDC through its user groups or SHGs. The ITDA shall ensure timely procurement and supply of the material to the communities for timely implementation of the work adhering to the procurement norms under the programme and MGNREGS. The labour payment will be made in weekly basis by the ITDA through direct bank transfers after the recommendation of the VDA in shape of payment advice attached with the VDA resolution copy.

However, for the purchase of survey equipments/tools to be used for the construction activity, ITDAs shall ensure procurement of appropriate tools and timely supply to the communities. In case timely funding from convergence are not available, the survey equipments can be procured out of funds available under Programme Management with due approval from Programme Director, OTELP.

b. Agriculture & Horticulture Development:

Agriculture is a major livelihoods option of the tribal families' in form of settled and shifting cultivation. As has been observed, the people have very limited land holding and they mostly do settled agriculture in the community lands. The output from agriculture has a direct impact on the food security of the tribal. It supplements about half a year's food requirements for them. They mostly practice traditional varieties of seeds and crop husbandry. The programme activities under this component aim at increasing the productivity through small but critical interventions on those crops. Introducing new crops, technology, cultural practices etc through successful demonstrations will be the types of interventions under this component. At least five trials in a MWS will be taken up in the initial years of the implementation of the activity thus exposing the farmers in the programme villages to the successful trials and thereafter the farmers be facilitated to take up similar cropping practices extensively in order to enhance the productivity. As regards to horticulture backyard fruit tree plantation, vegetable cultivation, kitchen garden etc. should be promoted in the programme villages. Families having no or





less agricultural land should be given priority in demonstrating this activity. The total funds allocation under this component for the project cycle is Rs.43000/- per MWS of 500 ha. of treatable area. Out of the above, the villagers are to be facilitated to develop agriculture resource centres by procuring improved farm machineries. One agriculture resource centres per village should be promoted and the total funds for such resources centres per MWS is Rs.18000/-. Balance Rs.25,000/- per MWS is meant for agriculture/ horticulture farm demonstration, along with supply of materials such as seeds, fertilizer kit, planting materials etc to be used for farm demonstrations.

The funding for this component is from the RKVY, SCA to TSP etc. programme which has a scope to invest even more than the allocated budget. To access more funds, cluster agriculture plan for a period of at least 5 years needs to be prepared and consolidated by the FNGO and submitted to ITDA for approval under RKVY. Benefits under Agriculture and Horticulture Development can also be availed under various schemes of Agriculture Department.

c. Livestock & Aquaculture Production:

Besides agriculture, the poor tribal also rears domestic animals and birds such as cattle, goats, poultry etc to supplement their livelihoods portfolio. At times; it is also observed that these resources work as an insurance to meet the immediate financial needs of the poor during period of critical illness, surviving agriculture, festivals etc. They use the cattle for ploughing their agricultural fields. A positive shift of income from these resources will be targeted through the programme by taking up smaller activities such as providing the basic infrastructure facilities, rearing techniques, vaccination etc. For delivery of these services, each village will be equipped with minimum equipments such as veterinary kit, vaccination kit, deep freeze, thermos flask, sterilization equipments etc. with an allocation of Rs.16000/- . The women and the land poor families should be given priority while providing the services. Aquaculture can be taken as an innovation in the programme areas of OTELP PLUS although people do fishing in a very limited scale, not taken as an input to their livelihoods portfolio. Since the programme is going to develop the water resources in the shape of ponds, farm ponds, percolation tanks, water harvesting structures etc, aquaculture will be promoted by utilizing these assets. Although the above assets will be used by the concerned user groups, the women organized in Self Help Groups will be given preference in using these assets to have a collective approach in aquaculture to increase their group as well as family income. The allocation under this is Rs.18000/- , meant for demonstrating the best practices as well as new concepts on livestock management. The specific activities under this could be livestock and aquaculture demonstration and extension along with supply of materials such as bucks for breeding, extension materials, and livestock shades etc.

Perspective proposals should be developed under this sub component to source funds from RKVY and other programmes for an improved funding and investment in livestock related infrastructure.

d. Rural Financial Services:

Rural Financial Services is an important sub component of the programme, which can supplement all the sub components under Production System Enhancement. It is meant to directly meet the credit gap of the poor tribal households. In general people do not get the services like saving and credit from formal financial institutions due to several reasons and are compelled to fetch the money lenders to meet the credit requirements. No institutional facilities for savings except some hand savings or savings in the form of livestock or gold (very negligible) is an issue of concern in connection with the livelihoods portfolio of the communities. The production system requires some kind of investment in





terms of seeds, fertilizers, technology, raw materials, labour etc. Except home saved inputs and his family labour, the poor tribal is not able to invest anything more because of non availability of financial resources which results in low yield/ production and low income. Sometimes in critical situations, where the poor predicts the failure of assured income, he/she requires credit to protect his production and to secure the food availability round the year. Besides, the poor also needs credit on the occasion of festivals and critical illness. The programme, through the component of RFS would facilitate the poor households to meet the critical credit needs either for production and/or consumption. The component has been reflected in all categories of livelihoods option adopted by the poor. The resources under this component will be routed through the VDC to the SHGs. As an initial promoting incentives, each SHG (old as well as the existing SHGs) in the programme areas will receive a small kit of pre-designed non negotiable registers, formats, stationeries etc. not exceeding Rs.500/- per SHG. This grant will be given to the SHG after the formation of the SHG. In case of the existing SHGs the existing practice of the maintenance of records to be evaluated by the FNGOs and accordingly the preliminary support will be given, wherever required. The funds in this regard will be released to the VDCs and the VDCs will make purchase of the items to be given to the SHGs.

As a beginning of the facilitation process, Seed capital will be given as an incentive to the SHGs promoted or strengthened in the programme. Rs. 50000.00 allocation per MWS has been fixed to meet the immediate credit needs of the newly promoted groups or the very vulnerable groups strengthened by the programme. The funding should differ from group to group ranging from Rs.2000/- to Rs.5000/- per group depending upon its capacity and requirement. It is a grant component to the SHGs and should not be refunded by them to the VDC. But the members within the group will have access to the seed capital as credit and the members who will take loan from the seed money have to repay it to the group. Thus it will facilitate the internal lending within the group and will also increase the financial base of the group, which will facilitate linkages with financial institutions. The group as a whole can also take credit from this fund for small income generating activity.

Leaving aside the seed capital and initial start up grant, the major share under this component is the revolving fund. The total amount under revolving fund is Rs. 2.25 lakhs per micro watersheds, which will be given to the VDC in phases. The VDC will release the funds to the respective SHGs depending upon their livelihoods plan. This will foster the community to take credit and invest it in the livelihoods options as capital investment or working capital investment. The groups will take loan from the VDC and will refund the loan with interest to the VDC. Thus the revolving fund with the VDCs will increase day by day as the SHGs will pay the interest for the loans taken by them. The SHGs will have to utilize the loan taken against the revolving funds for taking up group activities. The individual members of the group may also take the funds as per their requirement and pursue independent activities. Effort would be made to encourage more and more group activities. It is assumed that each micro watershed will have at least 15 SHGs with an average credit of Rs.15000/- per group.

Proper recovery of revolving fund under rural financial services is very crucial which is expected to take place at two levels (i) from members within the SHGs and (ii) from SHGs to the VDC. It has been extensively observed that recovery of fund within the SHGs take place only where (i) the SHGs are given matching grant from outside against the savings, (ii) the group has at least 3-6 months of successful internal lending experience with the help of their own savings. Undue hurry to give first instalment of external grant (even if it is Rs. 2000 to 5000 per group) does not prove worthwhile in the long run. A lot of capacity building inputs should be provided (in monthly / fortnightly meetings) by a separate trained book writer (after supplying the standard registers, etc)





Only those SHGs may be given the second instalment of external grant (i.e. Rs 15000) which are mature (grade-A) as evidenced by not only regular savings but also successful internal lending of their own saving as well as first instalment of external grant given to them earlier.

The SHG shall provide the above amount to concerned members (as individual loans) against a specific action plan for improving the income / productivity of concerned enterprises. The individual members shall however receive the loan amount depending upon the extent of their own savings, type of action plan, cost of required inputs etc. The members shall repay this amount to their groups within 6 months (preferably through 6 instalments) along with the normal rate of interest being charged earlier by the group from its members under their own credit and thrift activity. Afterwards, the groups shall retain a part of the interest portion with them and refund the principal amount and the remaining part of interest to the VDC account for revolving it to other mature groups under the watershed.

The fund under this sub-component is to be used for strengthening of micro-enterprises as well as for up-scaling of successful experiences with regard to agriculture, horticulture, livestock and aquaculture. The entire amount is to be used as seed money through mature SHGs. Hence major emphasis may be laid on building the capacity of SHGs for managing regular savings as well as internal lending with their own funds for a period of at least 6 months. Grading of above SHGs must be done at least on quarterly basis with respect to at least 5 critical parameters namely, regularity in meeting, proper maintenance of records, regularity in savings, full recovery of dues, fine for defaulters, etc.

It is essential that the revolving fund released to SHGs is returned by them to VDC or to federation of SHGs (at micro-watershed level) as per the agreed instalments. This will ensure sustainability of funds which could afterwards be re-circulated to other SHGs which have later on become mature / functional. It is crucial that a commonly agreed methodology is adopted for grading of SHGs as well as handling of seed money by all FNGOs.

It is also important to assess whether the identified SHGs are getting similar financial support from other sources so that undue duplication is avoided. Under the project high priority may therefore be given on building the capacity of weak SHGs or organizing leftover families in new SHGs so that project benefit could go to those who could not avail such benefits earlier. Hence a thorough analysis of existing SHGs must be done before providing capacity building inputs. It may be desirable if a federation of SHG is also organized (at micro-watershed level) to carry out above analysis as well as to manage the fund.

It is also essential that revolving fund is given against the approved action plan for development of livelihoods namely micro-enterprises, purchase of livestock, enhancing the productivity of different commodities, collective marketing of produce, etc. SHGs may also be encouraged to access fund not only from the project but also from formal credit institutions so that their larger requirements are met in a sustainable manner.

Community Mobilization & Capacity Building

The basic delivery mechanism of the programme completely depends on the community based organizations, as more than 80% of the total programme funds are to be spent by the community organizations. The programme should therefore facilitate in promoting the required community based organizations and also capacitate them in terms of managing the programme as well as enhancing their skill base to take up the programme implementation. The major component of Capacity Building is meant to develop the capacity of the implementers, facilitators and primary stakeholders in order to





enable them for a better implementation of the programme activities. The details of the cost allocation throughout the programme cycle are as follows:

Sl. No	Sub Components	Allocation for 10 MWS (Rs. Lakhs)	Unit Cost per Ha	Tentative Year Wise Breakup						
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
a	Community Empowerment & Management	25.00	500.00	11.25	6.25	1.25	1.25	1.25	1.88	1.88
b	Capacity Building for staffs of FNGO & other Support Agencies	5.00	100.00	1.25	1.75	1.25	0.50	0.25	0.00	0.00
c	Skill Development of Primary Stake Holders	18.00	360.00	0.90	2.70	6.30	4.50	2.70	0.90	0.00
Sub Total		48.00	960.00	13.40	10.70	8.80	6.25	4.20	2.78	1.88

a. Community Empowerment & Management:

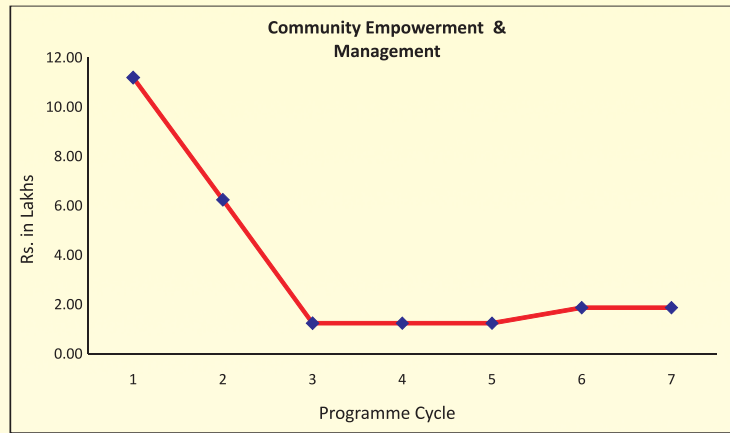
As the whole process of implementation of the programme activities solely lies on the community institutions, the primary activity of this component is “Institution building”. Special care should be taken for organizing the communities into groups and to familiarize them with the concept of the programme activities. As per the programme design, the basic community level organizations at the village level are the Self Help Groups, the Village Level Sub Committees at the village level and the Village Development Committees at the micro watershed level. Besides, community organizations like Village Social & Financial Audit subcommittee, Vana Sangrakhana Samiti, Common Interest Groups, User Groups etc. will also be promoted during the programme implementation. It is essential that the FNGOs are to establish a good working relationship with the community members through frequent visit to the villages and conducting general as well as focused group discussion and disseminating the information pertaining to their roles and responsibilities in implementing the programme.

Entry point activity (EPA) is a major activity which brings community’s ownership to the programme and establishes mutual trust. The fund allocation for EPA is Rs. 100000/- per MWS. During this activity, the FNGO will facilitate the community to take up low cost (small investment) but critical activity at the villages so as to address the immediate need of people. As the name envisages, this really gives an entry for the FNGO staff to the community. Broadly, the EPA activities include improvement of drinking water, facility, village road repair, bathing place, community meeting centres etc. The approach of the programme is to plan as well as implement the activities through the communities in a participatory mode. So entry point activity gives the community a platform to take decisions on their own development and also boost their confidence to take up larger responsibilities. The community mobilization at the villages within the micro watershed will start with frequent field visits, night halts inside the villages and winning the confidence of the people by conducting small mobilization camps such as human & animal health camps, school admission drives, enrolling children into Anganwadis, facilitating several Govt. run programmes in the village, conducting street play for disseminating information about the programme etc. During these initial activities, the FNGO staff has to identify the potential community members to be promoted as village level volunteers. These volunteers will





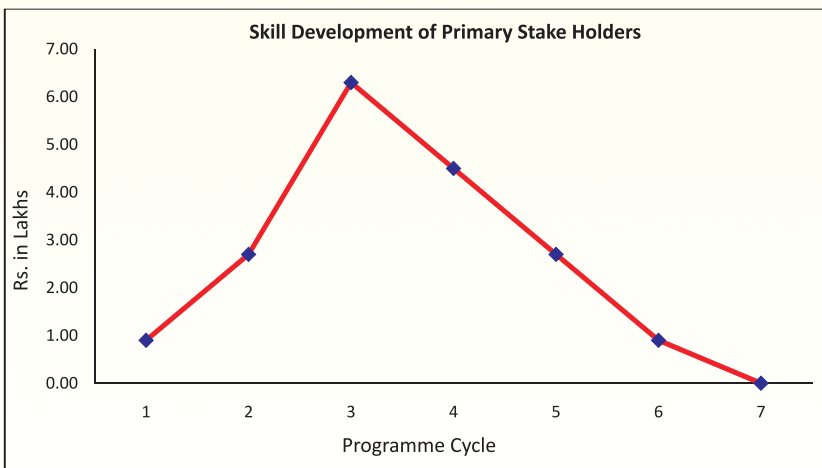
be trained on the concept of the programme and its methodology of implementation. They will work as link persons between the communities and the FNGO staff. Once the community achieves a minimum level of understanding on the programme concept and design, the Village Development & Livelihoods Plan (VDLP), for their village will be prepared in a participatory method by conducting household survey, baseline survey, PRA etc. After the VDLPs are prepared for each



village within the MWS, it will be consolidated at the VDC level. The VDLPs should reflect a holistic plan for over all development of the villages under all sectors. At the same time the FNGO staff has to promote the village organizations and simultaneously capacitate them in order to take up responsibilities for implementing the programme. Different trainings for the beneficiaries would include the trainings of the SHG and CBO leaders on gender sensitization, leadership, maintenance of village infrastructure, PRI, rights of tribal, communications, self evaluation, group dynamics, grass root organization management, funds management and accounts etc. Besides, the members of the SHGs and other CBOs will also be exposed to the successful community based organizations implementing similar programmes outside their village. The total fund allocation apart from the EPA is Rs. 1.50 lakhs per MWS, which will be spent by the FNGOs against approved yearly plans.

b. Capacity Building of Communities (Skill Development):

The basic livelihoods of a poor household are based on his own as well as family labour, which they invest to earn daily wage and food. The communities mainly indulge in unskilled labour oriented activities. Wherever need arises for specific skill, the community hires the skill from outside thus resulting in an out flow of resources from the village. In general, the supply of unskilled labour is more than adequate against the demand which again results in reduced wage rate so as to accommodate the whole community to provide employment. Looking into these complexities, the programme aims to support the communities in enhancing their skill set to meet the skill demand at the village level through activity trainings for strengthening their livelihoods and developing a potential human capital,



which can be utilized by the communities as support services thus resulting in a livelihoods option for the individuals who acquire the skill. This Capacity Building of communities will fill the gaps between the existing skill base and the required skill base for taking up the activities selected by the communities in order to enhance their livelihoods. These trainings and exposures will cover components such as land &

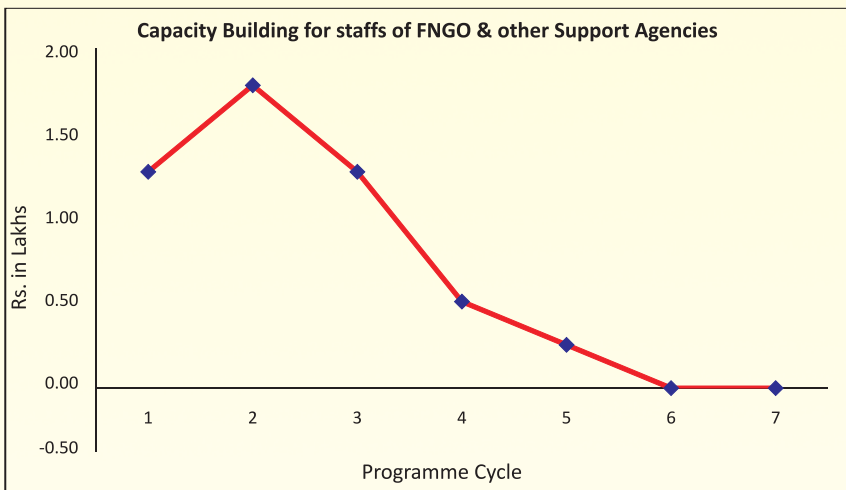




water management, agriculture & horticulture development, livestock & aquaculture development, participatory forest management, development of community infrastructure etc. Besides, specific skill development training for non farm activities will be provided to the SHGs and other groups. Each sub sector (Livelihoods Enhancement Component) will have its own strategy of implementation indicating the capacity building needs. The above sub sector strategies will again be triangulated with the Training Need & Strength Assessment (TNSA) to be conducted for the communities which will identify the specific skill gaps and training needs depending upon the livelihoods plan of the village. The total allocation under this sub component is Rs. 1.80 lakhs per MWS spread over the entire programme cycle. The training or exposure under this will have to be conducted before the intended activity is taken up at the village level.

c. Capacity Building for staff of FNGOs & other Support Agencies:

The implementation of the programme will be facilitated by the FNGOs at the village level. Each FNGO will have three Watershed Development Team (WDT) Members with Post Graduate qualification and relevant experience in Watershed development Besides, ten Community Mobilizers will be positioned at the MWS level for overall coordination at the village level for providing handholding in



implementation of the activities and mobilizing people for a better sustainability. As the whole programme will be facilitated by the staff of the FNGOs they are required to be adequately aware on the specific role they have to play and also on the subject matter in relation to the respective field. Therefore the programme envisages the capacity building of the FNGO staff so as to enable them to effectively carry the programme with its actual context and approach. As the programme also focuses on mainstreaming the tribal to the regular Govt. schemes and programmes, the Govt. line departments have also to be sensitized and capacitated in order to provide the benefits meant for the people. In this regard this component will also try to capacitate the staff of the line departments or other organizations working in the area in order to develop their skill base at the local level. The allocation under this component is Rs.5.00/- lakhs per FNGO, which includes the training to the FNGO staff, training for support agencies such as Govt. line departments, other resource agencies working in the area and provision of computer system for the FNGO. The training plan again will base on the TNSA conducted for the support agencies and accordingly the expenditure to be made by the ITDA or PSU. The FNGO representatives are also required to propose the need-based trainings for their staff.

Additional Components under OTELP PLUS

Apart from the general watershed treatment and livelihoods-based approach, the programme also facilitates additional components like Community Infrastructure Funds, Participatory Forest Management



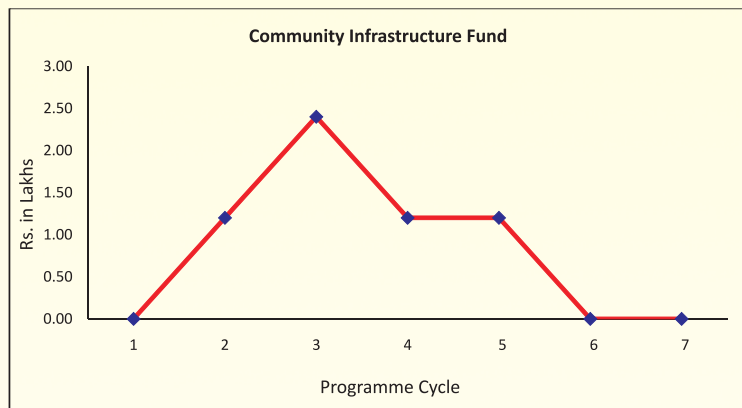


and Development Initiatives Fund to be implemented in order to strengthen the interventions under livelihoods support activities. The detail of the cost allocations are presented below:

Sl. No	Sub Components	Allocation for 10 MWS (Rs. Lakhs)	Unit Cost per Ha	Tentative Year Wise Breakup						
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
A	Community Infrastructure Fund	6.00	1200.00	0.00	1.20	2.40	1.20	1.20	0.00	0.00
b	Participatory Forest Management	5.60	7000.00	0.00	0.00	4.03	1.01	0.56	0.00	0.00
C	Development Initiative Fund	5.00	1000.00	0.00	0.00	0.50	1.50	2.00	1.00	0.00
Sub Total		16.60		0.00	1.20	6.93	3.71	3.76	1.00	1.20

a. Community Infrastructure Fund (CIF):

It is the funds allocated at the community level in order to finance community infrastructure needs identified by the communities. The objective would be to fill the critical gaps for small and remote communities which may not be covered in under other rural infrastructure development programmes. Access to the CIF should be through a demand driven approach with communities identifying critical infrastructure constraints. The priority activities under this component should include i) improving the linkages to



market for those communities which are producing significant surplus, particularly during the monsoon season ii) reducing the workload of women by ensuring supply of safe drinking water close to the habitations, iii) improving the access to food supply through PDS iv) child care v) health care, vi) supplementing educational infrastructure etc. Besides, activities like creating work sheds for the communities for income generating activities like NTFP processing unit, storage centers, mills etc. may also be covered. These facilities will be used by the communities and may be managed by the VDCs through the common user groups. The activities such as major village road development should not be completely funded from this component. In case the community identifies such needs, the community should be mobilized to provide contribution in terms of unskilled labour as much as possible (to be decided by the communities) and government contribution must be augmented through convergence. Emphasis must be given on community responsibility for maintenance of the infrastructures so developed and women should be encouraged to take up this responsibility. The total fund allocated under this component is Rs. 2.00 lakhs per village but not exceeding Rs. 6.00 lakhs per MWS and will be released in phased manners starting from the second year of the programme cycle.

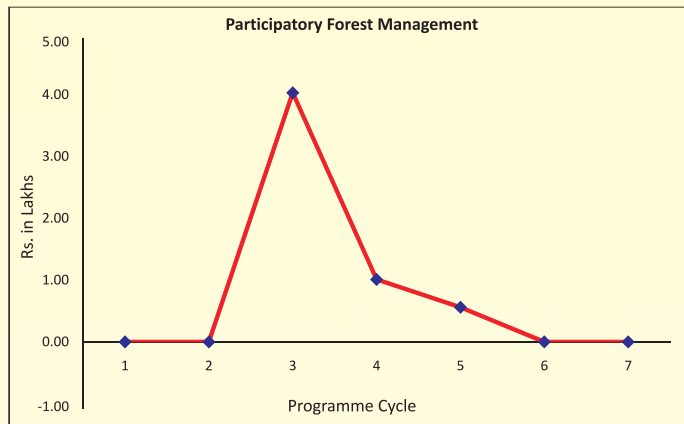
b. Participatory Forest Management:

This component will be implemented in the micro watersheds having adjoining forest patches and the inhabitants of the MWS having dependencies on those patches. Each MWS will be allocated at least



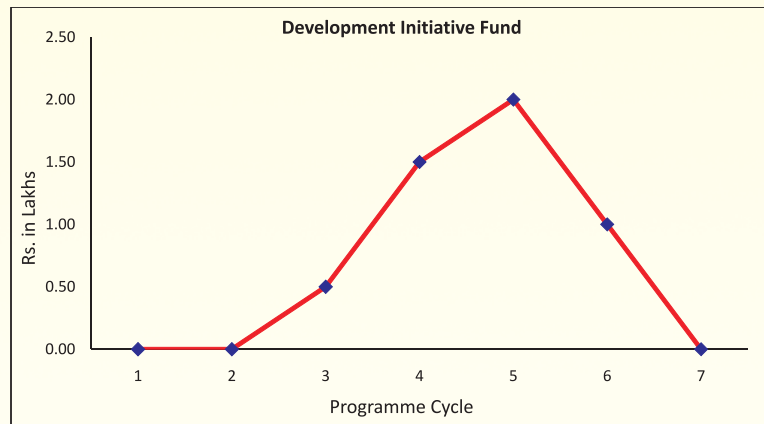


200 hectares of forest area for protection in a Participatory Forest Management approach. The forest dwellers will be organized into the *Vana Sangrakhana Samities* (CFM COMMITTEE) and the CFM COMMITTEE will implement the activities to develop the allocated forest patch as per the CFM guideline of Forest & Environment Department. Out of the total 200 ha of allocated forest area, about 80 ha will be effectively treated @ Rs.7000/- per ha as per the existing cost norm followed by the Forest & Environment Department for rehabilitation of Degraded Forests (RDF) and balance 120 ha will be protected by the communities for natural regeneration. The contribution of communities is also to be ensured under this component of activity. The organization of CFM COMMITTEE and identification of forest area to be developed will start from the second year of the programme cycle and investment will start from the third year of the programme cycle.



c. Development Initiatives Fund (DIF):

This is a provision of an additional funding to provide the flexibility to address to areas of demand as expressed by communities through the participatory processes and also to supplement those components / interventions of the programme yielding very good results. It will also enable the communities to implement activities which are not accommodated in other available components within the programme. This fund will also ensure better targeting of the households which are traditionally left out, including landless, destitute, disables and those who are unable to be part of the SHG or other income generating activities. The allocation under this component is Rs. 5.00 lakhs per MWS. It may so happen that some activities having direct impact on the rural livelihoods will spread across villages and micro watersheds. In those cases the FNGO has to identify such critical needs in consultation with the communities in a participatory method across the area and accordingly community organizations to be promoted to implement as well as maintain the activity for sustainability.





CHAPTER - 10

Monitoring & Evaluation

10.1 Participatory monitoring and evaluation

- Critical elements: PM&E is a crucial component of project management, which helps in improving the efficiency and effectiveness of project interventions. It helps in steering and tracking the outputs, outcomes and impacts; and ensures that the right processes are followed. This in turn helps in ensuring sustainability of interventions and formation of social capital at local level. It provides feedback and learning for concurrent corrections and decision-making at various levels. An efficient PM&E system encompassing all aspects (outputs, quality of products, processes, outcomes, impacts, etc) with clearly defined responsibilities at different levels is a prerequisite for efficient project management. However, it is noticed that monitoring is presently limited to physical and financial progress with very little attention towards processes and impacts. It is also not designed as a framework for learning and decision support system for actors involved in project implementation.
- The following specific steps may be taken to improve the efficiency of monitoring and evaluation system:
 - o Action plans may be prepared as per 'log-frame' at district and village levels
 - o Set of indicators and baselines may be established on processes and products to facilitate comparison
 - o Due emphasis may be laid on capacity building regarding Participatory Monitoring and Evaluation (PM&E) for CBOs and project staff
 - o Specific funds may be allocated for monitoring at different levels
 - o A timeline may be prepared for monitoring and evaluation of activities as a part of the district level action plan (to be implemented by internal as well as external resource persons)
 - o Besides involving existing government institutions, a panel of resource organizations may be identified to carry out reviews and studies
 - o Financial provision may be made for carrying out studies on emerging issues and concerns
 - o Self-monitoring system may be facilitated through CBOs
 - o Voucher based PMIS may be developed for data analysis and it may be linked with decision support system at district and state levels
 - o Flexibility may be provided in project design to incorporate learning and for making mid-course corrections
- Monitoring of Progress at District Level: At the district level it is essential to review the progress of each Project Implementing Agency on a monthly basis. Likewise, Project Implementing Agency





will review the progress of each watershed before participating in the district level meeting. During implementation phase it is advisable to prepare a monthly plan for achieving required financial and physical progress of each watershed. Village Development Associations may also undertake monthly meetings to review progress. This approach would help in achieving a steady progress and also timely resolution of bottlenecks in implementation.

- **Monitoring of Physical & Financial Progress:** Periodic review of progress during implementation phase at the district, state and national level will be undertaken regularly and suitable standard formats will be used so that a uniform system is in operation for various levels.
- **Concurrent Evaluation by Internal as well as External Agencies:** A system of Concurrent Evaluation would be evolved through internal as well as external agencies based on reliable performance indicators. In this evaluation, a critical assessment will be made of the relevance of technological content, involvement of people in the programme, equity for poor and women, facilitation of group action in addition to physical and financial progress. Requisite budgetary provision will be made for the purpose from the project budget. On completion of project an Impact Evaluation will be undertaken. Use will be made of remote sensing, satellite imagery and other modern techniques for evaluation of watershed project. "Terminal Evaluation" and 'Saturation Indexing' exercise will also be carried out which will help in translating the lessons learnt to be used for preparation of future project proposals.
- **Application of Information Technology in Watershed Programme:** At present some of the organizations are successfully applying the Information Technology (IT) under the watershed programme. A number of GIS based soft-wares / application programmes are now available which can improve the efficiency of planning, implementation, documentation, reporting of watershed progress, etc. It would be appropriate if efforts are made to provide the required IT support at FNGO level so that it may help in streamlining of data collection and improving the transparency in the transactions.
- **Evaluation of the Project and Documentation of the Process:** Internal as well as external agencies may be appointed to carry out concurrent as well as post-project evaluations of the watershed programme. The impact criteria laid down in the programme guidelines will be the basis for such evaluations. At the same time, independent consultants may be asked to undertake action research projects to document the actual process of project implementation in a representative sample of watersheds. The results of these evaluations and process documentations may be submitted to the State and Central Level Implementation and Review Committees with suggestions on policy issues as well as improvement of working procedures.





Glossary

ADH	: Assistant Director, Horticulture	IMR	: Infant Mortality Rate
ASC	: Agro Service Centre	INM	: Integrated Nutrient Management
ASHA	: Accredited Social Health Activist	INRM	: Integrated Natural Resource Management
ATMA	: Agricultural Technology Management Agency	IPM	: Integrated Pest Management
AWPB	: Annual Work Plan Budget	ISOPOM	: Integrated Schemes on Oil Seeds, Pulses, Oil Palm and Maize
BKBK	: Biju KBK	ITDA	: Integrated Tribal Development Agency
BRGF	: Backward Region Grant Fund	JSY	: Janani Surakhya Yojana
CBO	: Community Based Organization	KVK	: Krushi Vigyan Kendra
CFM	: Community Forest Management	MCU	: Mother Chick Unit
CIF	: Community Infrastructure Fund	MDM	: Mid-day Meal
CIG	: Common Interest Group	MGREGS	: Mahatma Gandhi Rural Employment Guarantee Scheme
CM	: Community Mobilizer	MMR	: Maternal Mortality Rate
CMRC	: Community Managed Resource Centre	MOU	: Memorandum Of Understanding
CPR	: Common Property Resources	MOV	: Means Of Verification
CRRRI	: Central Rice Research Institute	MTR	: Mid Term Review
CSO	: Civil Society Organization	MWS	: Micro Watershed
CSP	: Community Service Provider	NFSM	: National Food Security Mission
CSR	: Corporate Social Responsibility	NHM	: National Horticulture Mission
DCP	: Diversification of Cropping Pattern	NHM	: National Horticulture Mission
DDH	: Deputy Director, Horticulture	NMMI	: National Mission For Micro Irrigation
DFID	: Department For International Development	NRHM	: National Rural Health Mission
DIF	: Development Initiative Fund	NTFP	: Non Timber Forest Produce
EOP	: End of Programme	OGLS	: Orissa Govt. Land Settlement Act
EPA	: Entry Point Activity	OLM	: Odisha Livelihood Mission
FNGO	: Facilitating Non-Government Organization	OPLA	: Orissa Prevention Of Land Encroachment Act
GKS	: Gaon Kalyan Samiti	ORMAS	: Odisha Rural Development and Marketing Society
GO	: Government Organization	ORSAC	: Orissa Remote Sensing and Applications Centre
GS	: Gaon Saathi	OUAT	: Odisha University of Agriculture and Technology
IAP	: Integrated Action Plan	OVI	: Objectively Verifiable Indicator
ICAR	: Indian Council of Agricultural Research		
ICDS	: Integrated Child Development Scheme		
IFAD	: International Fund for Agriculture Development		





PFM	: Participatory Forest Management	SWOT	: Strength, Weakness, Opportunity & Threat
PM & E	: Planning, Monitoring & Evaluation	TSP	: Tribal Sub-Plan
PMIS	: Project Management Information System	UG	: User Group
PRI	: Panchayati Raj Institution	VDA	: Village Development Association
PSU	: Programme Support Unit	VDC	: Village Development Committee
PY	: Programme Year	VDF	: Village Development Fund
RKVY	: Rashtriya Krushi Vikash Yojana	VDLP	: Village Development and Livelihoods Plan
RLTAP	: Revised Long Term Action Plan	VEC	: Village Education Committee
ROR	: Record Of Rights	VLSC	: Village Level Sub-Committee
SC	: Scheduled Caste	VLSFASC	: Village Social and Financial Audit Sub-Committee
SCA	: Special Central Assistance	VSS	: Vana Sarakhayana Samiti
SGSY	: Swarna Jayanti Gramya Swarojagar Yojana	W	: Village Volunteers
SHG	: Self Help Group	VW	: Village Veterinary Volunteer
SLSC	: State Level Sanctioning Committee	WA	: Watershed Association
SSA	: Sarba Sikshya Abhiyan	WDT	: Watershed Development Team
ST	: Scheduled Tribe		







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