

Andhra Pradesh Rural Livelihoods Programme

Programme Accomplishments in Year 1



January 2002

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1.0 BACKGROUND

GoAP's Vision 2020 sets an agenda for overall state development including a five pronged approach to improve the rural living standards – agriculture development and reform, creating economic opportunities in rural industry and services, providing infrastructure, human resources development and capacity building, decentralizing government and promoting self help groups (SHG). Watershed work is a key plank of this agenda and GoAP has a 10 Year Action Plan which aims at “saturating the treatable area” starting with drought prone districts. Nearly 2 million hectares are treated. The action plan aims at treating 10 m Ha over the next ten years.

GoAP has launched AP Rural Livelihoods Project as part of this long term programme, not as an insulated project and is keen to test innovative approaches that will inform policy change and reduce poverty, ensure more effective programme management and delivery and co-ordination with other rural schemes.

2.0 THE PROGRAMME IN BRIEF

APRLP is a seven-year programme envisaged to be implemented in the five drought prone districts on Andhra Pradesh viz. Anantpur, Kurnool, Prakasam, Nalgonda and Mahabubnagar. The programme aims at strengthening the ongoing watershed programme with introduction of livelihood component and also developing models in 500 new watersheds with innovations in approaches, technologies, social mobilization and incorporating Sustainable Rural Livelihoods approach. It has a strong focus on capacity building of all stakeholders so as to enable GoAP to further scaling up of the programme. The Project Log Frame describes the Goal, Purpose and outputs of the programme (ref subsequent page).

The project sanctioning and procedural formalities were completed in October 2000 and the work started in November. The first year of the seven-year programme is considered as a **Preparatory Year** and the work had been aimed at building a vision, setting objectives, generating strategic alternatives, finalizing the strategies. Major thrust also had been on defining institutional arrangements, responsibility allocation and evolving livelihood strategy for the programme. Details of all these are presented below as part of the first year landmark achievements.

Summary of Programme Log-frame

Goal	Purpose	Outputs
<p>Effective and sustainable approaches to eliminate poverty adopted in drought prone areas of Andhra Pradesh</p>	<p>GoAP able to implement pro-poor watershed based sustainable rural livelihoods approaches in five districts</p>	<p><i>Component 1 : Watershed -plus based sustainable rural livelihood initiates</i></p> <ul style="list-style-type: none"> ▪ Productivity of land and water developed in a sustainable and equitable manner in the watershed programme in 500 watersheds ▪ Higher return income and employment options (both land-based and non land-based) identified and pursued through increased access to government and other initiatives/ schemes by the poorest in the watershed programme in 500 watersheds
		<p><i>Component 2 : Capacity building for primary and secondary stakeholders</i></p> <ul style="list-style-type: none"> ▪ Capacities of GO/NGO/PRI s to support watershed based sustainable rural livelihoods initiatives for poor women and men in 2500 watersheds in five project districts realized and enhanced ▪ Community based capacity (including CBOs) for poverty focused and gender equitable approaches to the management of resources enhanced in 2500 watersheds in the five project districts
		<p><i>Component 3 : Exploration of innovative approaches to enhance overall impact of the watershed programme</i></p> <ul style="list-style-type: none"> ▪ Testing of innovative approaches to enhance the overall impact, equitable sharing of benefits, and sustainability of the watershed plus approach
		<p><i>Component 4 :Lessons learning/ policy influence</i></p> <ul style="list-style-type: none"> ▪ Approaches developed in the project, particularly on non-land based initiatives and other aspects of watershed plus, replicated widely ▪ Sectoral policy environment in AP strengthened to ensure greater (and sustainable) impact for women and the poorest and more effective working partnerships between Government and non-government organizations

3.0 THE PROGRAMME APPROACH

APRLP is designed with a goal to strengthen the capacity of government so as to be enabling to take up future scaling up of work in the next ten years. Thus, the programme is not being implemented in isolation with a separate structure. Three specific institutions are involved in implementation of the programme. These are Commissionerate of Rural Development (CRD), AP Academy of Rural Development (APARD), and Sri. Ramtirtha Training Rural Institute (SRTRI) along with a Programme Support Unit (PSU) that has a transient entity and will merge into the mainstream GoAP in the course of two years.

The programme aims at bringing to the state, the best practices and innovations along with evolving newer prop-poor approaches that can ensure long-term sustainability of the development. It also envisages enabling the implementers to constantly analyze their own implementation processes, improve on the same and refocus it on one hand and to distill its lessons for macro-policy influencing on the other. Primary focus areas include improving stakes of women, landless and poor in the watersheds; positioning livelihood concerns strategically in watersheds and converging community based initiatives towards poverty reduction. All these need a very strong social mobilization and capacity building of all primary and secondary stakeholders.

4.0 THE BEGINNING

The Co-coordinator of PSU assumed office on October 20, 2001 and the work formally began. APRLP envisaged involvement of outside expertise in such a manner that the government machinery itself develops its capacity to implement the programmes better. Participation of implementers in evolving various parameters was also emphasized to ensure that the innovations and ideas are owned within the government. With these objectives, a mechanism of Working Groups was evolved. In the initial period, an informal Core Group of individuals representing some select state agencies, NGO and resource organizations (Dr.N.K. Sanghi, MANAGE, and WASSAN) was formed. This group acted as a think tank for APRLP.

The Core Group started joint exploration of Concerns, Opportunities, identification of areas of Strength and Threats in the ongoing watershed development programme. (Ref Box 1)

Box 1: Concern, Opportunities, Strengths and Threats (COST)	
<ul style="list-style-type: none"> ❑ Concerns (Internal): Building the stakes for the upland farmers, women and resource poor; supply driven approach; and sustainability ❑ Opportunities (External): The state's mandate to implement Ten-year action plan as a part of Poverty eradication Mission. ❑ Strengths (Internal): Social capital in the form of Group building at grass roots and ongoing initiatives on convergence at Micro & Macro level. ❑ Threats (External): Resource rich ability to reposition to corner the benefits. 	

Based on these, the Vision for APRLP was developed and further working groups/ sub-groups were formed. The Core Group also identified various strategic alternatives for the programme planning. These alternatives helped to provide an appropriate direction to the functioning of various Working groups.

Box 2: Strategic Alternatives	
<ul style="list-style-type: none"> ▪ Watershed as entry point and livelihood as a strategy ▪ Multiple entry points for livelihoods based on practical and strategic needs ▪ Enabling participatory processes for prioritising community interests and reflecting stakes for poor, women and landless in micro-plans ▪ Evolving models for alternative livelihoods for resource poor such as CPR management, savings and credit, micro-enterprises, low cost technologies, insurance etc. ▪ Promoting sustainable development of villages through sustainable agriculture and NRM practices ▪ Learning through breakthrough projects ▪ Build processes to enable convergence, participatory monitoring and impact assessment 	

Work then was focused on identifying thrust areas and planning actions around the same. During the first year, following four areas have been identified and work revolved around the same.

- Finalizing Institutional Arrangements
- Developing Capacity Building Strategy and Evolving mechanisms for implementation
- Developing effective Project Management and Information Systems
- Evolving Livelihood Component for the programme – Concept and Implementation Strategy

5.0 PROGRESS MADE SO FAR

5.1 Finalizing Institutional Arrangements

The Special Chief Secretary, GoAP is the Programme Director and overall in-charge of APRLP. The State Level Steering Committee chaired by him is the main decision making authority for the Programme. Commissioner Rural Development, Commissioner APARD, Chairperson SRT Rural Institute, Commissioner WE & SE and Co-coordinator PSU are the members of this Committee along with nominees from various government Departments and Associated Institutions. A special Commissioner, Rural Development, Sheri. Sanjay Gupta, located at the office of CRD, is responsible for co-ordination of APRLP activities as ex-officio Additional Coordinator. A cell is also proposed at the CRD office consisting of GIS manager, M& E specialist and Manager Accounts. This cell will have the responsibility of co-ordinating the activities at Project Directors. The Programme will be implemented through the machinery of Project Directors of DPAP of selected districts as per regular watershed programme.

A State Group of four officials from government departments has been formed to ensure proper liaison, co-ordination and monitoring of programme activities.

Further four working groups have been formed to take care of specific aspects of the programme. These groups have been associated with the main institutions/departments associated with the programme and are anchored by a member of PSU. Details of the institutions and the working groups are presented in the following Table.

Name of the Institution/ Department	Working Groups	Support Organizations
Commissionerate of Rural Development (CRD)	<p>Macro Policy: Changes from supply driven programme to need specific watershed with watershed “Plus” approach reflecting stakes of poor, women and landless</p> <p>Project Management tools: Participatory project monitoring and MIS Systems, Decision Support System</p>	<p>WASSAN</p> <p>MANAGE</p> <p>MANAGE WOTR</p>
AP Academy of Rural Development (APARD)	<p>Capacity Building: Assess, plan and implement training needs with appropriate feedback and follow-up strategies</p> <p>GIS Center – State level GIS information Networking of CBOs, NGOs, PIAs, Resource Centers etc.</p>	CDS

Name of the Institution/ Department	Working Groups	Support Organizations
Office of the Commissioner of WE & SE	Community Organization and Social Mobilization Strategy formulation, operationalization and coordination	
Sri Ramtirth Training Rural Institute (SRTRI)	Production linked technologies- on-farm, off-farm and non farm sectors – training and enterprises development	MART
PR Secretary, PR and RD	Convergence Strategy across production systems, livestock, water health and Social Sectors	Dept of Animal Husbandry ICRISAT, Agri Univ

In addition to these groups, three sub-groups viz. sub-groups on Livelihoods headed by WASSAN, sub-group on Process Monitoring and Impact Assessment System headed by MANAGE and sub-group on Communication headed by Ms. Sarah Montague have been formed. At the districts level, a District Watershed Advisory Committee will be the decision making body. The body will also be responsible to bring in better convergence among various departments to introduce pro poor livelihood initiatives in implementation.

Capacity building of the district is another crucial component of the programme. Hence, District Level Capacity Building Centers are being established in all the five districts to strengthen the training and capacity building initiatives. During the first year, staff recruitment is completed and the selected members have started work on developing district level strategies and actions plans. Each DCBC is envisaged to have a team of eight members – four from the existing government staff and four recruited from open market having a sound experience of field level implementation and community mobilization. This combination has helped the districts to have a benefit of collective wisdom of both government and NGO work culture.

Role Clarity

The Institutional arrangement finalization also required clear and shared understanding of roles, responsibilities and implementation and management arrangements for the programme. The Principal Secretary PR & RD has issued a Government Order in this respect. The GO was finalized in a consultative process with all APRLP District Collectors and Project Directors of DPAP in a Collector Conference in September 2001. Another important decision taken in the same conference provided flexibility to the DC in improving the watershed activities over and above the operational guidelines.

Structural Re-organization

The District level structure includes a special project Directorate created by Govt of AP for implementation of watershed programmes. Staff is drawn on deputation from parent technical departments (forestry, agriculture, soil conservation and animal husbandry). However, the tenure of these officials does not continue throughout the programme. Also double task obligation to the parent department and the Watershed Development leads to conflict in priorities and restricts them to contribute to the optimum extent. APRLP had taken an initiative to study the current status of these Multi-disciplinary Team members. The study also brought out the co-ordination needs among the team members and fixed responsibility allocation. Many of the MDT team members also performed the roles of part time PIAs with a result proper justice could not be done to both responsibilities. As part of APRLP, it has been decided that the watershed should have a full time PIA Co-ordinator for about 10 watersheds and the respective MDT Team should also have Co-ordinator for about 60-70 watersheds.

_ Districts have finalized these arrangements so far and others are in progress. It has also been decided that MDT Co-coordinators will be provided additional support in terms of office automation, staff and new tools and systems. They will be responsible for monitoring the overall programme within the specified watersheds and provide feedback to the Project Directors. This arrangement will ease the burden on the PD and they will be able to spare time for introduction of newer initiatives, learning from experiences and documentation. Gaps in the positions of Social Mobilizers at WDT level and MDT level are being filled to give thrust to community mobilization work, which is an important component of APRLP initiatives.

The newly appointed DCBC members have come together to work under APD (training) who will co-ordinate the work. This arrangement will also relieve the DCBC members from engaging themselves in administrative planning and co-ordination work so that they can focus on developing newer approaches, strategies for district level innovations and experiential learning.

5.2 Developing Capacity Building Strategy and defining implementation strategies

Capacity building strategy/inputs is a key intervention for strengthening and overall improvement in the quality of the programme. This is the process through which APRLP aims at empowering the community to take up work beyond watershed. An eight-fold concept/ strategy has been developed under the programme. This has been prepared, through a series of informal discussions with various stakeholder groups, process studies, field visits and earlier experiences. The strategy emphasizes on inclusive nature of capacity building processes (networking, communications, institution building, social mobilization) will all relevant components and goes beyond “training alone”.

In order to operationalize this comprehensive strategy, representatives of different associated institutions are forming a core group at state level. Similar arrangement is also being finalized at the district level with a pool of resource agencies, resource centers and persons. Details of the key aspects of the strategy are presented below.

Social mobilization

Watershed programme assumes wider community participation as a pre-condition to make it people centered process. This makes social mobilization an important step. APRLP believes that social mobilization process, if based on equity and gender considerations, is a means to create enabling environment for wider participation of village commune. Thus, social mobilization is defined as a process of organizing different interest groups in a community to move forwards on collective and democratic basis with definite roles as well as stakes in the sustainable management of watershed based livelihoods.

A strategy paper on Social Mobilization has been prepared to develop a common and shared understanding among different stakeholders. The steps and actions planned as per the strategy are presented below:

- Understanding the current situation of community organization
- Formation of Common Interest Groups
- Building critical mass in watershed village and introduction of collective action

Further actions will revolve around the operational strategies. Main features of the same include:

1. Organizing poor as a strategy to give thrust on poor households
2. Understanding current status and developing need based action plan for capacity building
3. Formation of livelihood groups for households in distress conditions

The activities and actions as part of the third feature will be initiated using livelihood as entry point and so far the options identified for these include grain banks, CPR development , minor forest produce collection and marketing etc.

Convergence with the District Rural Development Agency has been one of the important organizational strategy to utilize and strengthen the vast section of organized mass especially women in AP.

In the preparatory stage, gaps in programs and learning needs under various themes have been identified. “Initiatives” were then taken up to develop appropriate methodologies / processes / tools that address the issues of concern. The initiatives included developing a concept, conducting exploratory workshops to sharpen the

concept, develop implementation strategy, and then develop appropriate tools/ systems/ design processes with different stakeholders so that they can then be transferred to the actual users. Appropriate mechanism for orienting the users on how to use the outputs have been planned during the first year. These will be then introduce for actual use through the standard mechanism of ongoing programme implementation.

Developing local leadership and service sectors

Developing local leaders is the pivot of institution building process. The APRLP project villages will identify a number of youth (girls/ boys) who will be trained to work as community organizer and livelihood workers. Also, some youth will be provided specific skill based trainings so as to create a cadre of local barefoot technicians at the village level. Main areas identified for such trainings include veterinary services, handpump and borewell repair technicians, agriculture service providers, village level health workers. Actions in terms of identifying training institutes, establishing linkages with government departments etc have been planned both at state and district level to train these “**Sangh-Mitulu**”. This arrangement will also prove to be useful to improve the delivery of the programme at grassroots level..

Networking

Institutionalizing NGO-Go relations at district and sub-district level is recognized as an important need for attempting collaborative actions in the watershed movement with livelihood focus. It is therefore necessary to move from an existing informal arrangement to developing networks of PIAs and building their capacities. This will also be useful to scale up the programme further. Actions have been initiated in this direction as part of capacity building strategy.

Further, the development paradigm has also recognized that networking of CBOs is an important process towards self-reliance and sustainability APRLP has planned to give major thrust to create village level CBO networks and encourage them to take actions beyond watershed works. Actions have also been initiated in some districts.

Training

Training in the ongoing programme need to focus on building the confidence of the communities and to create an enabling environment bringing the community to the forefront. The secondary stakeholders are the facilitators of the process of empowerment of the community. The strategy thus focuses on facilitating processes that help to build a positive approach to people’s knowledge in technology and management, sensitivity to equity and gender issues, people’s empowerment, understanding the programme language and developing skills necessary for project implementation.

It is planned that trainings for both primary and secondary stakeholders will be followed up with hand holding approach and post training support so that the effective utilization is done leading to improved livelihoods or self management.

5.3 Developing effective Project Management and Information Systems

APRLP has taken up a two-fold challenge of improving the grassroots level programme as well as building the capacity of Govt of AP to scale up the programme. Watershed Development in itself is a comprehensive programme dealing with various technical, social, managerial and financial aspects. The Livelihood component has led to the clarity that Watershed is an entry point activity and a **Means** to overall development of rural people. It has also posed newer dimensions of ensuring equity and sustainability of the development process. All these have led to a crucial need of very effective project management and information system.

Further, synergising newer approaches, strategies with programme boundaries of time frame and budget has been a enormous task during the first year. The Programme Support Unit has worked intensively in this area and has developed a number of tools and systems which will enhance the effectiveness of the programme.

The Programme Co-ordinator initiated work with analyzing his own experience and understanding the constraints, gaps in the programme management at the state level. The vision of scaling up of the programme also necessitated thinking about district level capacity building and infrastructure support. Exposure visits to different locations such as Development Support Corporation, Gujarat, WOTR Maharashtra, etc brought in conceptual clarity to focus the work. The Core Group Members also played a crucial role to convert this clarity into specific work areas and establish mechanisms for developing the implementation strategies, tools and systems. A number of subject matter experts have been identified and associated in the development of the system. Brief details of each of the same are enumerated below.

5.3.1 Establishing budget allocation and funds flow mechanisms

The main funding channel for APRLP is similar to the centrally sponsored schemes. However, the funds flow mechanisms have been defined keeping in mind the approach and implementation strategy of APRLP. The support is divided in two main parts viz. financial aid Via MORD, GOI to CRD and PDs and Technical Co-operation and the funds are routed directly to specified institutions/ Departments so as to ensure smooth functioning. The funds flow chart is presented in **Annex 1**.

Another important task had been to finalize the budget allocations for specific activities. Apart from the regular watershed activities, capacity building and

livelihood budgets , state and district support funds have created a space for flexibility and innovations in the programme. Budget allocations are also made to establish required infrastructure/ facilities in terms of establishment of GIS Cell both at state and district level and establishment of District Capacity Building Centers.

Arrangements for internal audit of accounts have also been finalized at CRD level by creating a special cell for Monitoring the activities of APRLP . The AO (PSU) will be closely associated with internal audit and monitoring of APRLP budget.

Further, actions have also been planned to develop a uniform accounting system in DPAP offices. For this purpose, a team consisting of Accounts Officers of DPAP, CDS, PSU and IAC has been formed. The team has initiated work on developing an accounts manual that will streamline the accounts procedure and also serve as a handbook to the Accountants at DPAP, MDT and PIA level. The team members undertook a study tour and visited other institutions and programmes engaged in watershed programmes to understand their systems of accounts both at programme level and at the CBO level.

5.3.2 Implementation Strategy

Mandal Approach

GoAP, in its ten year plan, has laid thrust on Mandal Saturation Strategy. Watershed, further being an area based programme, APRLP decided to work towards a spatial impact with focused interventions in selected mandals. The approach has been to take up Mandal as a unit to channel institutional and human resources for development of the Mandal. The Mandal Approach will also be crucial to develop area based service infrastructure such as marketing, improved delivery of services such as animal health, human health and credit linkages etc. related support for micro-enterprises. Objective criteria for selection of Mandals for APRLP activities has been evolved. The same will also be useful for overall state level planning.

Pilot Project and Cascade based approach to consolidate livelihood initiatives

The Project has a mandate to cover all 2000 watersheds in the five selected districts under the livelihood component. 500 new watersheds are also to be developed as part of APRLP to develop a livelihood based watershed programme. Considering the challenges of evolving community centered livelihood component and existing gap of capacity at different levels, the project has adopted a cascade based approach to consolidate the livelihood initiatives. During the first year, it has also focused attention on developing pilot projects with selected NGO partners. 60 Mandals have been selected for work in the first year and the livelihood initiatives will be

introduced in about 400 villages starting from the community organization social mobilization and capacity building.

Revision in Selection Process and Criteria for new Watersheds

Selection of new watersheds is one of the critical areas. A serious thinking on the selection criteria is being done at various levels and attempts are made to refine the same by adding time and spatial dimensions to area treatment. Presently, watershed selection is done on the basis of geo-physical and natural resource deprivation factors. Experience of watershed programmes across the country has brought in new insights in terms of giving due attention to poverty criteria and the willingness of community to participate in the watershed work, ultimately leading to sustainability. APRLP, during the current year, took the initiative and developed refined criteria for selection of new watersheds. The new parameters and factors include contiguity, availability of small and marginal landowners, availability of CPR and community organization status along with other parameters. These parameters also take into account the priorities of water stress areas in the state. The GoAP has adopted these criteria for selection of other watersheds also.

5.3.3 Operational Guidelines

The Core Group organized a workshop in February 2001, to identify action areas and issues related to Watershed Plus as part of APRLP. The workshop identified a list of issues for consideration of formulating policy on watershed development as well as came up with operational guidelines for APRLP. These were planned to address the core issues of defining stakes of poor and women in watershed development and ensure implementation through participatory processes. WASSAN prepared these guidelines in consultation with the Macro-Policy Group members and Office of the Special Commissioner at CRD. The guidelines help to understand the operational mechanisms and instruments to make watershed projects more sensitive to women, landless and poor in general. The Watershed Guidelines are being adopted by the state for watershed programme implementation. Supplementary guidelines for APRLP components are being prepared. Trainings on these guidelines are planned for all the MDT, PIAs to develop a common and shared understanding of the priorities and mechanisms.

5.3.4 Project Management Systems

APRLP being a process oriented and a learning project has laid emphasis on developing effective systems for project monitoring and impact assessment. Three working groups have been formed under this Main group, which have worked on developing tools, techniques and systems to facilitate the learning and effective management systems. These are

- Geographic management information system
- Participatory process monitoring and evaluation
- Decision support system

Geographic management information system

The Geographical Information System using satellite imagery has become now possible using 5.8 metres resolution. APRLP has planned to use GIS in planning, implementation and monitoring of the programme activities. A GIS Centre has been set up at state level both in CRD and PSU offices and also at district level. A similar set up is being set up at sub-district level. This will help to monitor the programme activities on a regular basis by the MDT Co-ordinators and facilitate implementation.

Work has been initiated on acquiring and organizing the data and developing software. The GMIS will be used for the following purposes

- Planning and Selection of new Watersheds
- Monitoring of ongoing watersheds both at watershed and PIA level for optimal choice of locations and types of structures and expenditure patterns on specific components as well as social aspects such as equity
- Ongoing evaluation based on annual A, B, C Categorization
- Impact Assessment in terms of change in vegetation, cropping pattern etc.

Participatory process monitoring and evaluation (PPME)

APRLP aims at building capacities of both primary and secondary stakeholders to plan and implement poverty focused and gender equitable approaches. Participatory monitoring and evaluation is an effective tool that provides an opportunity to the stakeholders to understand, analyse their experience and plan corrective actions, concurrent with implementation. APRLP thus focused attention on developing a system that helps to understand the participatory approach and processes. Mr. Mike Felton, an ITAD consultant, helped the team to develop a framework for M&E. PPME covers self-monitoring at community level with internal process monitoring at PIA and District level. Outcome and process evaluation will be undertaken on an annual basis by experts with MDTs and DCBC members to gain insights for planning and defining course of actions. Detailed framework is presented **Annex 2**.

Evolving Strategic Plan using PSA

APRLP adopted the SRL framework that has a thrust on need based programme planning and implementation. Participatory Situation Analysis is the first step of involving community in preparing their own plans and monitoring the progress.

Quantified Participatory Assessment, PRA and PSA were used to define a strategic direction for need based planning. A set of seven posters have been developed for this purpose.

Decision Support System

Livelihood based watershed development is a complex programme which has a multi-dimensional agenda and multi-disciplinary activities. Further, as the entire approach is being evolved in the Government system, developing an appropriate tool/system for helping the project managers (MDTs- at sub-district level) to take informed decisions is very crucial. APRLP Core group, during the initial exposure and learning visits, identified such a system developed and used by WOTR, a Maharashtra NGO, for implementation of Indo-German Watershed Programme. As part of the system, pre-requisites and conditions in a watershed are identified and detailed out. Simultaneously, a sequence of activities is worked out. A management information system that puts up the conditions, matches it with expected conditions for an activity and assists the manager in finalizing the decision.

The system helps to ensure following of critical steps and taking informed decisions to improve the implementation. Software development work has been completed upto probation phase activities and the same will be forwarded to districts after training.

5.4 Evolving Livelihood component- Concept and Implementation Strategy

Work started with an informal meeting among PSU and DFID alongwith some support organizations in December – January 2000. The discussions during the meeting led to an understanding of centrality of livelihood issues and inter-linkages among issues related to livelihood, equity and gender. The process was taken further with several informal meetings and a Working Group on Livelihood, Equity and Gender was formed. WASSAN, the anchor of the LEG group, organized a workshop of NGOS, practitioners, and government departments in February 2000 to share the experience and develop a common understanding. Work was then initiated to evolve methods of assessing the livelihood status of community members and understand the coping mechanisms.

Simultaneous exercises were undertaken by the DCBC members to define the target groups and basket of options to be planned as part of APRLP. The process of situation analysis using both QPA and PSA methodology brought forth the crucial role of community organization. The sustainability aspect brought forth importance of institution building and developing mechanisms of resources mobilization and management. AP has a strong network of SHG in the rural areas. Strategically, it has been decided to work with the organized groups so that work continues beyond the project period. A Village level livelihood fund will be created with contributions of

SHG members and funding support from the programme as revolving fund. The Livelihood Promotion Group (formed out of PSU members, MART) is working out the implementation strategy. Key features of the same are

- Exclusive focus on poor and women
- Implementation with revolving fund mechanism.

Livelihood interventions will start as per the community priorities, from low investment, low gestative initiatives to build the capacity of SHG and village level federations. Actions will be focused on identifying gaps and strengthening these by providing required support both in terms of skills training and management aspects. Actions are planned both at village level and mandal level where awareness campaigns, exhibitions and services of different government departments can be arranged. Main areas identified for livelihood interventions include – agriculture input reduction, improved package of practices, appropriate technologies, animal husbandry and micro-enterprises.

The implementation will progress with hand-holding approach and developing pilot projects at district level with selected NGO – PIAs. The NGO Co-ordinators will play a crucial role in evolving newer models. Involvement of Mandal Samyakha as PIA will also be tested in selected mandals. Some DCBC members will be associated with these programmes, so that they will serve as a link between LPG and district level implementation. Based on the experience and learning from these, the CRD and DPAP offices will ensure implementation of the programme across 2500 watersheds.

6.0 PROGRAMME ACCOMPLISHMENTS

APRLP Project Memorandum defines the first year as a “start-up” for key activities. Thus major activities are not field based but they aim at establishment of institutional arrangements, staff recruitment, identification of policy issues, developing concept and strategies, identification of APRLP watersheds and PIAs and introduction of trainings on newer concepts. The section on progress made so far enumerates work in these areas.

DFID and GoAP joined hands together to evolve a learning project in terms of joining the ongoing programme and evolving mechanisms and instruments that can strengthen the government to take up further scaling up of watershed work and ensure sustainability to the existing work. Both the institutions along with MoRD are keen to evolve models for Livelihood based watersheds. This background necessitates understanding of accomplishments in a larger perspective.

APRLP has finalized institutional arrangements that enable the government to rope in all the key institutions with APRLP and receive an opportunity of strengthening themselves in the process of implementation of the programme. The Programme

Support Unit is an arrangement at the state level that helps to bring in new concepts, approaches, learning's, and helps in introduction of the same in the government implementation after appropriate repackaging. Mechanism of Working Groups has created an opportunity to utilize resource organizations, institutions for building the capacity of the state government to implement pro-poor approaches.

Establishment of District Capacity Building Centers have created a "think-tank" to bring in newer approaches, ideas in district programmes. The combination of NGO and GO workers as part of DCBC members has brought together the government wisdom and NGO strength of community mobilization and grassroots working and has evolved a new learning culture at district level.

Opportunity of selection of professionals from open market, for specific purposes, has provided scope to the government to instill new thinking, pro-poor and professional approaches.

Convergence among various government departments has been the need of the hour to achieve concrete results at the grassroots level. APRLP, through convergence, has provided this opportunity. The Department of Animal Husbandry will have a linkage established with APRLP to improve the livestock status in the project villages. The Agriculture Department, Agriculture University, ICRISAT, MANAGE have come together to evolve an integrated package as part of Participatory Technology Development under APRLP.

A pool of resource institutions and resource centers have been identified both at state and district level. This will improve the trainings and capacity building initiatives at various levels. The breakthrough projects planned to be implemented by some reputed NGOs viz. MYRADA, WOTR, BAIF, DHAN etc across the country will serve as demonstration models and have hand holding with local NGOs to strengthen their capacity.

Further, the hand-holding approach with the NGOs will help build the capacities of NGOs and improve the GO-NGO relationship in the long run.

7.0 FUTURE DIRECTION

The first year in all has been fruitful to firm up the institutional arrangements, bring in clarity on roles and responsibilities among key actors. The relationships have started taking formal shape and institutionalization process began, with formation of Steering Committee, and State Group. The appointment of Special Commissioner, at CRD office has streamlined the implementation and management of APRLP. Formal review systems in accordance to the programme output, have to be put in place. The Special Chief Secretary has planned quarterly reviews of the progress with individual partners and the Project Coordinator.

The Programme Log Frame which was developed in the planning stage needs review and refinement. This will be undertaken during the current year to streamline the monitoring in accordance with the log frame.

Work on capacity building strategy has helped to integrate all related activities/ sub systems together “conceptually” and have increased the scope of understanding the major output of the programme. This conceptual understanding has to be translated into operational modalities both at state and district levels.

The initiatives on project management systems have critical role in “easing” the burden of workloads of the entire system (by reducing repetitive data collection and reporting) and helping to informed decision making. Field-testing of these tools has been able to provide necessary refinement. Use of these tools in the field implementation will still need certain professional support, which will be continued by the programme. Simultaneously, actions will have to be planned to institutionalize the regular and systematic use and outputs of the tools/ systems/processes.

Efforts by different groups have helped in defining livelihoods focus for APRLP and actions for operationalizing the same have been initiated. The handholding approach will continue to streamline the implementation.

APRLP has established District Capacity Building Centres to bring in new learning's, experiences and strengthen the implementation of government programmes through introduction of new approaches, developing models, improving training content and methodologies. The DCBC also has a responsibility to create a network of resource organizations and resource centers at district and sub-district levels. Work has been initiated in this direction. However, developing a vision on DCBC beyond APRLP is an important task. This will be taken up during the next year in association with CDS, APARD and other state and district institutions.

Another important aspect of APRLP is lessons learning and policy influence. Setting ‘learning agenda’ both at district and state level by developing mechanisms and instruments and creating forums for interactions will be another important work area.

The Project Memorandum has identified the need of co-operation with other donors. The PSU of APRLP can take up the work by widening the scope as mega PSU. Actions on these will be planned at the state level during this year. The state group will take shape of Mini- PSU and ensure translation of newer approaches in the field implementation.

Annex 2

M & E Framework for APRLP

Type of Monitoring	Periodicity	Methodology	Who will do it?	Coverage
Self Monitoring by CBOs	Monthly	Using Visuals	CBOs Initially facilitated by WDT subsequently taken over by the para-professional (social mobilizer)	100 % (All CBOs)
Internal Process Monitoring	Quarterly	WDT to collect process information through a Topic Guide (to be developed) Some MIS information will also be analyzed Analysis of information on processes to be presented in Watershed Office bearers meet for review and Sharing of Experiences	PIA	100%
	Quarterly	PIA Extension Network Review Meeting Structure –Analysis and experiences sharing Generation of small caselets for understanding success/failure stories	MDT/PD	100%
	Six monthly	Workshop at the Distict HQ Structure – Review of progress, analysis and experience sharing Strategy formulation for next six months	MDT/PD/DCBC	100%
Outcome and Process Monitoring	Annually	Household Survey PRA exercises to understand processes and effects of development initiatives on livelihoods	Jointly with outside experts	Sample basis 50 watershed or 1 per PIA = 200 Nos
External On-going Evaluation	Annually	Use of traditional and participatory methods	External Agency (ORG?)	Statistically significant sample size
Issue / Theme Based Studies	Occasional (2 themes per year)	Qualitative and Quantitative data, participatory methods	Jointly with outside experts	Sample basis
Longitudinal Study	Six Monthly	In-depth qualitative information as well as quantitative data	M& E specialist at District level	Small sample

APRLP Funds Flow Chart

