

*Since 1995, the experiences of implementing watershed development program have provided valuable lessons for improving the policy framework of the program. Government of India revised these Guidelines in 2001. An effort was made to fill the gaps in these Guidelines. Government of Andhra Pradesh has vast experience of implementing the program in country. Based on such experiences, Government of Andhra Pradesh conceptualized “Process Guidelines” in 2002. These Guidelines have captured the essence of best practices in the country and experiences of implementing the watershed program by GO and NGOs in the state. In March 2003, Government of India has issued new Guidelines “Hariyali”. Hariyali makes a serious effort to enhance the role of Panchayat Raj Institutions in watershed development program.*

# HARIYALI GUIDELINES

## Issues and Concerns



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## HARIYALI GUIDELINES: Issues and Concerns

*Suggestions and Recommendations of Consultations and*

*National Workshop*

### **Consultations:**

With CBOs and PRI representatives - 10<sup>th</sup> May 2003

With NGOs - 9<sup>th</sup> May 2003

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## THE GUIDELINES OF HARIYALI 2003

### SUGGESTIONS AND RECOMMENDATIONS

The watershed development program launched in 1995 by the Ministry of Rural Development was regarded universally as a good policy at work, especially in regard to the treatment of drought prone and semi arid areas in India. The distinguishing features of this program were

#### ***Decentralization***

The implementation would be through a system of organizations, building upwards from the village institutions to the district level body.

#### ***Participation***

The village Watershed Association should do much of the watershed planning and a large portion of the budget should be placed in their hands to implement their own plans.

#### ***Productivity***

Optimum use of the watershed's natural resource including public and private lands and water resources, to stabilize yield at higher level.

**Equity**

Special emphasis on improving the economic condition of disadvantaged sections of the watershed community, particularly women, landless labor.

**Using Local Knowledge**

Institutional arrangements that would use and build upon local knowledge and available local material.

**Increasing Self Reliance**

A village development fund to be generated that should help in proper maintenance of such assets.

After several years Ministry of Agriculture and Rural Development brought out Common guidelines in Oct 2001, basically revising the unit cost from 4000 to 6000 Rs/ hect and extending the time period of project from 4 years to 5 years. The latest revision of the guidelines in the form of Hariyali (Annexure - B) that are applicable from 1st April 2003 has caused considerable surprise and is likely to jeopardize the development of major elements of watershed development program in different states.

Government of Andhra Pradesh and A P Rural Livelihoods Project facilitated the organization of series of consultations on the guidelines of Hariyali with NGOs, PRIs and CBO representatives. A national Consultation workshop was also organized in which representative from government, NGOs and resource organizations from Andhra Pradesh, Karnataka & Gujarat have participated on 13<sup>th</sup> May 2003 (Annexure - A: 'Hariyali and Other Guidelines - Issues, Concerns and Gaps'). On

the basis of these consultations and workshop the following suggestions and recommendations are made.

**These suggestions are in three parts**

1. Key Concerns relating to guidelines on Hariyali.
2. Suggestions for strengthening the involvement of Panchayat Raj Institutions in watershed development program.

Critical processes in the implementation of watershed, which should never be diluted.

**Part 1****Key Concerns****1. Need for more Consultations**

The watershed guidelines are common to several ministries, NABARD and externally funded projects, it is not clear if all these ministries and organizations have been consulted. Similarly a number of states and several NGOs have actively contributed towards the success of watershed guidelines. There is also a rich experience available in the country involving the Panchayat in implementation of program. None of these agencies and their experiences has been taken into account in the issue. It is essential that such consultations be held before they are operationalized. The implementation of Hariyali guidelines should be deferred till these consultations are held.

## ***2. Need to maintain and strengthen the developments in Technology, Processes, Capabilities and Productivity***

The Common guidelines which are in operation since 2000 have been further refined and strengthened with the issue of detailed instructions in several states upon

- i. Technological aspects
- ii. Processes in implementation of watershed projects, including phasing of the project.
- iii. Capabilities development at all levels
- iv. Enhancement of productivity and livelihoods

These instructions and manuals, which are evolved over a period of time, should be maintained with out disturbance and should be considered as essential features of any fresh guidelines issued. Unless the strategies proposed in Hariyali guidelines incorporates and strengthen these elements, the entire watershed moment is in danger of being compromised.

## ***3. Shift in the Focus/ Objective of the Program***

Watershed development program of Ministry of Rural Development is primary aimed drought mitigation/ proofing and dry land agriculture in DPAP/ DDP districts/ areas. This focus has been helping these areas to get funds and support from government and regenerate natural resources in ecologically fragile areas. Hariyali guidelines take away this emphasis on drought proofing, drought mitigation and dry land agriculture. Instead, it puts significant emphasis on “all rural areas”; “special areas” and “irrigation”. This shift is a great cause for concern because there is

danger of diverting funds and priority to non- DPAP areas in the name of special projects, which is not desirable. Even is some special projects are considered for areas like cold deserts, high altitude regions, the primary focus of the watershed development program should be upon the poverty geography of India, which is the area covered by DPAP/ DDP.

## ***4. Dispensing with institutional arrangements for greater participation***

Invariably, the area covered by watershed projects and the jurisdiction of Grama Panchayats is not co-terminus. Hence in order to promote greater stake and participation of the people living within the watershed area, watershed association and watershed committees have been provided for. Where the Panchayat and watershed area are co-terminus, watershed association and Grama Sabha are the same. By dispensing with the watershed association and committee, the Hariyali guidelines have at one stroke removed the participatory platforms for the community. The roles performed by Watershed Committee and Watershed Association is critical to make the program sustainable. Experience suggests that transferring their roles and responsibilities to Grama Panchayat only increases the role of contractors and middlemen. Even if Panchayats are recognized as nodal agencies, it is vital to ensure that they implement the watershed development program through these participatory platforms such as watershed associations, watershed committees, user groups and SHGs.

### 5. *Restriction of the role of PIAs to Panchayats*

One of the distinguishing features of watershed guidelines has been the space it has provided for NGOs, CBOs and even relevant government departments having suitable track record in promoting people's participation. The PIAs have full time responsibility of promoting participation, capacity building, community organization and providing technical support to the community and its institutions. Over a period of time, variety of organizations — NGOs/ Line Departments/ PRIs/ Universities/ CBOs acted as PIAs. The experiences of such combinations and diversity of PIAs are enriching the quality of watershed development program.

### 6. *Hariyali Guidelines limit this diversity and space of other categories of PIAs, particularly NGOs*

All categories of PIAs as envisaged in original guidelines should be given equal opportunity based on their experiences & capacity. Any going back upon this will be construed as not only restricting opportunities that are provided to voluntary organizations and CBOs, but also endangering the quality of democratic functioning in the society.

### 7. *Problem of flow of funds*

At present in several states, the project funds are flowing directly to Watershed Committee and from there, to User Groups and SHGs. Even this arrangement has given rise to irritation on account of untimely availability of funds. Brining the Grama Panchayat as yet another tier in the release of funds is going to create insurmountable problems both for flow of funds and its proper utilization. Hence, the existing processes

in flow of funds from the district level to the field/ implementation levels should remain undisturbed.

Likewise, the Hariyali guidelines give an impression that the Grama Panchayat is the sole executing body of all types of works/ activities related to watershed program. As already mentioned the role of watershed committee, User Groups and SHGs in execution should be retained.

### 8. *Budget Provisions*

Over a period of time, 80% of the watershed budget is being used for resource conservation, productivity enhancement and livelihoods promotion activities. 10% for training and community organization related activities. Remaining 10% for administration at PIA and sub PIA level. Hariyali guidelines seek to reduce the budgetary provision for community organization and training by half, which is bound to have serious effective on the quality of the program. This totally discourages all voluntary organization and CBOs to take part in the program.

## Part 2

### Suggestions for strengthening the involvement of Panchayat Raj Institutions in watershed development program.

There is a great need to strengthen PRIs by devolution of the required functions, funds and functionaries. An empowered Gram Panchayat can make a valuable contribution to the objectives of watershed development in several ways such as

- a. Actively supporting effective functioning of CBOs such as watershed committees, user groups and SHGs.
- b. Ensuring maintenance of community assets by levying user charges
- c. Adopting and enforcing necessary social regulation on the conservation and use of natural resources
- d. Safeguarding the basic necessities of life like drinking water for all against excessive exploitation for commercial uses
- e. Assigning usufruct rights to the poor on the Panchayat resources like common lands and water bodies
- f. Panchayat can also become dynamic coordinating and convergent bodies for the technical services of the line departments

However for the PRI to such a vital role in watershed development they need to be strengthened in the following ways.

1. Devolution of appropriate powers and authority at different levels of PRIs as envisaged by the 'Task Force on Devolution of Powers and Functions upon Panchayat Raj Institutions', (constituted by

the Ministry of Rural Development (PR Division), 2001). Only such devolution of powers would enable them to play a dynamic role in coordinating and converging the cluster of departments and technologies relevant for watershed program.

2. Strengthening Grama Sabha is an important process of empowering Panchayat. WA, WC, UG, SHG and similar participatory groups strengthen the role and functioning of the Grama Sabha.
3. There is a need to strengthen the Panchayat where leadership has emerged from women and the marginalized communities. Elected functionaries of PRIs at different levels require to be intensely trained and provided with opportunities to understand and facilitate several development programs. Such capacity development is extremely important for new leadership in these institutions emerging from SC/ ST and backward classes and women. It is necessary to sensitize them towards the importance of participatory democratic practices.
4. Appropriate mechanisms and procedures for promoting harmonious relations between participatory groups and gram Panchayat need to be innovated and put into practice.
5. Panchayats (especially at Grama Panchayats and Intermediate level) should be provided with every opportunity to function as PIA for watershed development projects. Special facilitation efforts should also be undertaken to equip them with the capabilities of a PIA. At this stage certain percentage of watershed projects (up to 20%) can be earmarked for PRI PIAs.
6. Even where Panchayat any level has been identified as PIA, it

shall be insisted upon that they execute the watershed development project through Watershed Committee, WA, UGs and SHGs specially established for the purpose.

Similarly there should not be any bar on any elected functionary of PRIs at any level to function as chairman of watershed committee/ president of watershed associations, if (s)he is so elected as per procedures in vogue.

## Part 3

### ***Critical Processes in the implementation of watershed program that should not be diluted***

Participatory watershed development program emerged over a period of time with experience. The critical processes of mobilizing, organizing and capacitating the communities have also been crystallised over time. These are non-negotiable processes that are imperative for people's participation. All the PIAs, irrespective of their category (PRI/ NGO/ line department), should ensure that these processes are not compromised.

#### ***1. At the District level***

##### **a. Selection of watersheds**

The program shall confine only to those villages in the rainfed and dry land regions prone to droughts and desertification.

##### **b. Selection of PIAs**

- i. Selection should be strictly on the basis of capacities necessary for successful implementation of the project i.e. promoting and nurturing SHGs and user groups, particularly of the disadvantaged, capacities to facilitate planning, implementation and monitoring in participatory ways, transparency are the core capacities that be given a priority.
- ii. Based on this criteria equal opportunity should be given to different types of PIAs viz., PRIs, line departments, federation of SHGs and NGOs.
- iii. The process of selection should be transparent.
- iv. Irrespective of the type of agency acting as PIA, the watershed development team should be working on a fulltime basis.

##### **c. Capacity Building**

- i. All the PIAs should go through a capacity building / probation phase and be considered for the main implementation phase only after successful completion of the capacity building phase.
- ii. Special efforts should be made to strengthen PRIs to take the role of PIAs.
- iii. Strategies and systems for capacity building of all functionaries be developed and fund allocations for this purpose should not be compromised.

##### **d. District Watershed Advisory Committee**

- i. It is an important institution at the district level, which should review and ratify the process of appointing PIAs on the basis of

specific criteria and a process of selection. This committee should continue to function as earlier.

## 2. At the Watershed Level

### a. Institutional Mechanisms

The area covered by watershed development projects and the jurisdictions of the gram Panchayats are always not co-terminus. This necessitates institutions of primary stakeholders (SHG/UG, WC and WA) to have a greater role and responsibility in management of the watershed program. The process of formation, strengthening and capacitating these institutions is crucial for the success of the program.

### b. Primary Stakeholder groups – Self-Help Groups & User Groups

A cardinal principle in any participatory program is to decentralize decision making to the primary stakeholders of the program. Decentralization of decision making through adoption of “group centered” approach is an important hallmark of the watershed program.

The following functions should not be taken away from these groups/ institutions of primary stakeholders

- ❑ Planning
- ❑ Execution of activities that benefit them
- ❑ Receiving and spending grants
- ❑ Maintaining necessary records
- ❑ Management of assets and resources

The Grama Sabha can however, reflect upon, comment and scrutinize the group plans/ activities.

### c. Gram Sabha / Watershed Association

The Gram Sabha / watershed association are expected to serve as decision-making bodies in order to democratize the functioning. Experience in the field shows that these bodies have not been able to effectively carry out their functions due to large size, unorganized membership and high degree of heterogeneity.

Where the watershed area is co-terminus with the Panchayat, the Grama Sabha can function as the Watershed Association. The Watershed Association consists of the people depending directly or indirectly on the watershed resources. If there are several watershed programs in a village, each such watershed area shall have its own association. The Grama Sabha will review the progress with all the WAs in the village. Habitation associations and area groups are some of the innovative arrangements that will provide for greater accountability and transparency.

### d. Watershed Committee

There is a need for an executive body elected from the representatives of the user groups and self-help groups to manage the program on a day-to-day basis. The gram Panchayat cannot entirely replace the watershed committee in its roles and responsibilities, as it takes away decision making from the direct stakeholder. This is more so if the watershed area is only a part of the entire village. The WC as chairperson can also elect the Sarpanch of the gram Panchayat if s/he represents a user or self-help group.

A Village Organization as a federation of SHGs in a watershed to manage the revolving fund and livelihoods enhancement is another innovative institutional arrangement.

WC may be considered as a standing or functional committee of the Gram Panchayat for the purpose of managing watershed program. The Gram Panchayat can review and monitor the progress, ensure transparency and help in convergence of different programs and activities.

#### e. Fund Flows

Watershed Committee should only act as a conduit releasing funds further to user groups and self-help groups against approved action plans. The user/ self-help groups would make the actual expenditure.

#### f. Other Critical processes

- ❑ The action plans should be prepared by the groups and consolidated at the watershed level. A participatory and demand driven approach to action planning is necessary.
- ❑ Genuine contribution from the actual beneficiaries should be ensured. There should not be any deviation from the SSR fixed and rates paid to the labour. Latest SSRs should be followed. Under no circumstances should reduced wages be treated as contribution. All works need to be executed without middlemen and contractors, or the nodal persons of the user or self-help groups. Assigning works to labour groups is an important innovation in this regard.

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## Annexure - A

### HARIYALI AND OTHER GUIDELINES ISSUES, CONCERNS AND GAPS<sup>1</sup>

*Since 1995, the experiences of implementing watershed development program have provided valuable lessons for improving the policy framework of the program. Government of India revised these Guidelines in 2001. An effort was made to fill the gaps in these Guidelines. Government of Andhra Pradesh has vast experience of implementing the program in country. Based on such experiences, Government of Andhra Pradesh conceptualized "Process Guidelines" in 2002. These Guidelines have captured the essence of best practices in the country and experiences of implementing the watershed program by GO and NGOs in the state. In March 2003, Government of India has issued new Guidelines "Hariyali". Hariyali makes a serious effort to enhance the role of Panchayat Raj Institutions in watershed development program.*

While appreciating this concern, one should recognize the need of a debate on certain "Key Issues" that emerge as a fall out of the Hariyali. In the light of vast experiences of Government of Andhra Pradesh and its partners in watershed program, now there is a need to interpret Hariyali guidelines, identify gaps and reconcile and harmonize with earlier Guidelines (particularly Process Guidelines). This note brings out certain "Key Issues" from Hariyali and compares them with earlier Guidelines.

<sup>1</sup> A Discussion Paper prepared by M V Rama Chadrudu, WASSAN for the National Consultation Workshop on Hariyali on 13<sup>th</sup> May 2003.

## Issue: 1

**Institutions of primary stakeholders (User Groups, SHGs and Watershed Committees)*****Hariyali: Para 9***

- ❖ PRIs to take up implementation of works.
- ❖ Absence of Watershed Committees
- ❖ PRI to constitute user groups and SHGs.

***Earlier Guidelines and Process Guidelines***

- ❖ Initially user groups and SHGs are to be formed. From these groups, watershed association and then watershed committee would be formed.
- ❖ One or two representatives from Grama Panchayat would be part of the above committee.
- ❖ A separate network of SHGs of poor families would be formed into Village Organization to ensure that issues related to gender and equity are mainstreamed in watershed program.

***Concerns***

- ❖ Primary stakeholders in the program (UGs and SHGs) have greater interest in resource conservation and management.
- ❖ Experience indicates that their direct involvement in planning, executing and financial matters of the program is most crucial to the sustainability of the program.
- ❖ If these functions were given to any other group (like Grama Panchayat representatives), this arrangement would only

perpetuate contractual interests in the program.

***Suggested Action***

- ❖ It is important to keep the decision-making opportunities and execution related functions within the User Groups, SHGs and a committee consisting of their representatives.
- ❖ The watershed committee formation process should be followed, as suggested in Process Guidelines. Relevant time frame also should be allowed to ensure that equity and gender considerations in institution development phase.
- ❖ After the formation of the committee, this committee should be designated as “Standing Committee” of Grama Panchayat on watershed program.
- ❖ This Standing Committee, which represents the user groups and SHGs in the watershed functions under the supervision and direction of Grama Panchayat and Grama Sabha.

## Issue: 2

**Role of PRIs in watershed*****Hariyali: Para 9, 10 and 11***

- ❖ Grama Panchayat shall implement the project and execute the works at watershed level, constitute the user groups and SHGs.
- ❖ Intermediate Panchayat (Mandal/ Taluka/ Block level) to act as PIA
- ❖ Zilla Parishad/ DRDA shall be nodal authority for all area development programs.

### ***Earlier Guidelines and Process Guidelines***

- ❖ At village level, Grama Panchayat to monitor, supervise and advise watershed committees and provide overall guidance to the program.
- ❖ Grama Panchayat to facilitate the formation of user groups and SHGs.
- ❖ Grama Panchayat to facilitate the convergence of other government programs.
- ❖ No role/ responsibility for Intermediate Panchayat is envisaged.
- ❖ Governing body of DRDA to review and monitor the watershed program.
- ❖ CEO of Zilla Parishad to be a member of District Watershed Advisory Committee.

### ***Concerns***

#### **❑ Zilla Parishad/ DRDA**

- ❖ There is no conflict in the role of Zilla Parishad as a nodal authority for watershed development program in both Hariyali and earlier guidelines.
- ❖ Hariyali indicates that any suitable/ relevant department could also be entrusted with the responsibilities of the overall supervision of watershed program. In case of Andhra Pradesh, District Water Management Agencies/ DPAP offices could play this role, with appropriate coordination with DRDA and Zilla Parishad.
- ❖ In Process Guidelines, Government of Andhra Pradesh brings

the watershed program under the pervue of Governing Body of DRDA, which could monitor and oversee the watershed project in the district.

#### **❑ Intermediate Panchayat**

- ❖ Earlier Guidelines do not have a clear role for Intermediate Panchayat. Hariyali defines their role as PIA. So far there is no evidence or experience in AP, with Intermediate Panchayat as PIA.
- ❖ On the other hand, it is proposed in Velugu program, to constitute Mandal Level Convergence Committees, which are expected to facilitate convergence of different programs. This committee could also include representatives of Intermediate Panchayat and facilitate the convergence of different programs with watershed villages.

#### **❑ Grama Panchayat**

- ❖ Planning, execution and financial authority of the project should remain at user groups and SHGs. The Standing Committee formed from these groups should oversee the implementation of watershed activities. These functions should not be directly placed within Grama Panchayat (the rationale for this is already explained earlier).
- ❖ The role of Grama Panchayat is very crucial in over all resource management within watershed. These functions are mainly – facilitating convergence, project review and monitoring and conflict resolution.
- ❖ Grama Panchayat could ensure that user groups and SHGs, who protected common pool of resources, get usufruct rights.

## Issue: 3

**Framework of the program***Hariyali*

- ◆ Very broad objectives – employment generation, poverty alleviation, community empowerment, etc.
- ◆ Focus is on natural resource conservation, regeneration and maintenance of assets.

*Earlier Guidelines and Process Guidelines*

- ◆ Progress is made in redefining the objectives of the watershed.
- ◆ Natural resource conservation, productivity enhancement of agriculture and promoting livelihoods are key thrust areas.
- ◆ Phasing of the project, capacity building inputs and clear emphasis on processes that ensure gender, equity and participation of poor and vulnerable.

*Concerns*

- ◆ Experience indicates that mere resource conservation does not change the situation of rural poor in ecologically fragile watersheds. To support the overall transformation of rural ecology and economy, it is very important to integrate productivity enhancement and livelihoods promotion activities within watershed framework. The Process Guidelines have incorporated these components in the watershed program.

*Action Points*

- ◆ Reiterate the need of the integrating productivity enhancement and livelihoods promotional activities within watershed framework.
- ◆ Related processes to promote action plans and institutional base should be core to the watershed program.

## Issue: 4

**Fund flows for watershed development works***Hariyali*

- ◆ Grama Panchayat to receive grants from ZP/ DRDA directly for watershed works
- ◆ Grama Panchayat is to maintain a separate account for this.
- ◆ Grama Panchayat President and Secretary to be joint signatories of the account.

*Earlier Guidelines and Process Guidelines*

- ◆ Watershed Association would be a registered body. The committee appointed by watershed association receives the grants from DPAP.
- ◆ Funds dedicated for promoting productivity enhancement and livelihoods activities would be transferred to Village Level Network of SHGs of poor families, from Watershed Committees.
- ◆ All the action plans would be approved by watershed association/ Grama Sabha.

**Concerns**

- ❖ When funds are kept at the disposal of Grama Panchayat, without involving the user groups, SHGs and their committee, the Grama Panchayat may act like a contractor. This arrangement would negatively impact the participation of the user groups and SHGs.
- ❖ Experience indicates that institutions created without necessary processes would also act like contractors and do not safe guard the interests of the actual users/ members of common interest groups.

**Issue: 5****Categories of PIAs*****Hariyali: (Para 11)***

- ❖ Last priority given to NGOs as PIAs, while District/ Intermediate level PRIs and Line Departments occupy first and second priorities.
- ❖ Selection criteria for PIAs were broadly indicated.

***Earlier Guidelines and Process Guidelines***

- ❖ Though priority is not given to any category of organizations (GO/ NGO/ CBO), same quality standards are expected from each category of PIA.
- ❖ Separate selection criteria are developed for each category of PIAs.
- ❖ Process of selection of PIAs was suggested (Joint pre assessment and probationary period).

**Concerns**

- ❖ It is well established that watershed development program is a process intense program, which requires full time attention.
- ❖ The “Facilitating” organizations should have necessary capacities in the fields of community mobilization, organization, technology application, etc.
- ❖ It is general observation that when committed NGOs facilitated the watershed programs, the impacts are more clearly visible and sustainable.
- ❖ Such functions, contribution and support of good and committed NGOs should be encouraged and promoted with appropriate policy support. Unfortunately, Hariyali does not recognize this role of NGOs.
- ❖ The role of Zilla Parishad, Intermediate Panchayat and Grama Panchayat in watershed program needs to be defined with respect to the constitution and purpose of these institutions within the society. The supervisory, advisory and monitoring functions of these “democratic” institutions should not be mixed up with “facilitation related” functions of NGOs and “execution related” functions of “participatory” platforms like user groups/ SHGs/ Watershed Committees.

***Action Points***

It is important to define the clear roles of each category of organizations involved with watershed development program

- ❖ Democratic Institutions (peoples’ representatives)
- ❖ Participatory Institutions (users and common interest groups,

their apex bodies)

- ❖ Facilitating Organizations (NGOs, Support Organizations, Civil Society Organizations)
- ❖ Government Organizations

## Issue: 6

### Capacity Building – Community Mobilizations and Training

#### *Hariyali: (Para 25 and 31)*

- ❖ Elected representatives are included as target groups.
- ❖ When ZP/ Line Departments act as PIAs, NGOs can take up community mobilization and training activities.
- ❖ Budget for community mobilization and training is combined and reduced from 10% to 5%.

#### *Earlier Guidelines and Process Guidelines*

- ii Systematic processes and efforts were suggested to ensure that capacity building inputs are provided in a comprehensive manner.
- ii A total of 10% budget is provided for training (5%) and community organization (5%).
- ii Role of support organizations, resource organizations and persons was formally recognized.
- ii Probationary period is given in the entire project time frame to build the necessary capacities of the concerned stakeholders.

## Concerns

- ❖ Activities in community organization and training are different, for which there is a need to establish clear budget allocations to each of them.
- ❖ It is well established that by centralization of these budgets at district level, the PIAs could not utilize these resources effectively. As a result the institutions at the field level are rendered to be weak and ineffective.
- ❖ Special projects like APRLP have already indicated that the capacity building strategies need to be front ended in the program and necessary institutional arrangements should be integral to watershed program.
- ❖ These experiences only indicate that instead of reducing the budgetary provisions for capacity building purpose, effective “delivery systems” for capacity building should be promoted so that the capacity building inputs are properly organized and delivered.
- ❖ The networks of resource organizations and persons in Andhra Pradesh clearly indicate that much needs to be done in this sector. With this background, it is a setback to reduce the budget for capacity building purpose in watershed development program.

## Action Points

- ❖ Government of Andhra Pradesh should make strong case against reduction of budgetary provision for capacity building and training from 10% to 5%.
- ❖ The experiences of Andhra Pradesh, particularly in APRLP districts could be documented to present a case in the point.

## Issue: 7

## User Charges

*Hariyali: (Para 37)*

- ❖ User groups are expected to “pay” user charges, for using water for irrigation from surface water bodies (not from ground water), grazing lands, etc.
- ❖ Part of this amount will be deposited in WDF and remaining will go to Panchayat.

*Earlier Guidelines and Process Guidelines*

- ❖ No specific directions on this point.

*Concerns*

- ❖ It is an important step in making the resources at village level sustainable. However, this needs to be accompanied by appropriate processes and necessary usufruct rights to the concerned groups.
- ❖ It is important to contextualize this practice within the traditional practices of the village.

## Issue: 8

## Project Phasing

*Hariyali*

- ❖ Did not mention any phases of the project or twin track approach.

*Earlier Guidelines and Process Guidelines*

- ❖ Considerable efforts on phasing of the project so that participatory processes could be facilitated (Probation Phase, Main Implementation and Post Project Phase).

*Concerns*

- ❖ Experiences indicate that appropriate phases/ stages of the program would create institutional spaces for user communities and poor in the program. This arrangement also ensures that necessary inputs are provided to different actors, without putting undue pressure/ importance on execution of works.

*Action Points*

Government of Andhra Pradesh should aim at promoting systematic project management approach in the form of different phases. This may be achieved at operational level at district level, without much difficulty.

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## Annexure - B

### **GUIDELINES FOR HARIYALI (2003)**

#### *Introduction*

1. To involve village communities in the implementation of watershed projects under all the area development programmes namely, Integrated Wastelands Development Programme (IWDP), Drought Prone Areas Programme (DPAP) and Desert Development Programme (DDP), the Guidelines for Watershed Development were adopted w.e.f.1.4.1995, and subsequently revised in August 2001. To further simplify procedures and involve the Panchayat Raj Institutions (PRIs) more meaningfully in planning, implementation and management of economic development activities in rural areas, these new Guidelines called **Guidelines for Hariyali** are being issued.

#### *Applicability*

2. New projects under the area development programmes shall be implemented in accordance with the Guidelines for Hariyali with effect from 1.4.2003. Projects under DPAP and DDP will be taken up in the blocks identified under the respective programme and projects under IWDP shall generally be taken up in the remaining blocks. Projects sanctioned prior to this date shall continue to be implemented as per the Guidelines of 2001.

### Objectives

3. The objectives of projects under HARIYALI will be
  - i. Harvesting every drop of rainwater for purposes of irrigation, plantations including horticulture and floriculture, pasture development, fisheries etc. to create sustainable sources of income for the village community as well as for drinking water supplies.
  - ii. Ensuring overall development of rural areas through the Gram Panchayats and creating regular sources of income for the Panchayats from rainwater harvesting and management.
  - iii. Employment generation, poverty alleviation, community empowerment and development of human and other economic resources of the rural areas.
  - iv. Mitigating the adverse effects of extreme climatic conditions such as drought and desertification on crops, human and livestock population for the overall improvement of rural areas.
  - v. Restoring ecological balance by harnessing, conserving and developing natural resources i.e. land, water, vegetative cover especially plantations.
  - vi. Encouraging village community towards sustained community action for the operation and maintenance of assets created and further development of the potential of the natural resources in the watershed.
  - vii. Promoting use of simple, easy and affordable technological solutions and institutional arrangements that make use of, and build upon, local technical knowledge and available materials.

### Sanction of Projects

4. The Department of Land Resources in the Ministry of Rural Development, Government of India will sanction the projects as per procedure in vogue. The Department may amend or relax this procedure from time to time. For interpretation of any of the provisions of these Guidelines, the Department of Land Resources will be the final authority. The Department may sanction special projects for treatment of wastelands in Special Problem Areas such as high altitude regions, land slide areas, slopes having more than 30 degree gradient or for any other specified technical reason. These projects need not necessarily be implemented through participatory mode and may be implemented on intensive treatment specific, departmental approach.

### Criteria for Selection of Watersheds

5. The following criteria may broadly be used in selection of the watersheds
  - i. Watersheds where People's participation is assured through contribution of labour, cash, material etc. for its development as well as for the operation and maintenance of the assets created.
  - ii. Watershed areas having acute shortage of drinking water.
  - iii. Watersheds having large population of scheduled castes/ scheduled tribes dependent on it.
  - iv. Watershed having a preponderance of non-forest wastelands/ degraded lands.
  - v. Watersheds having preponderance of common lands.

- vi. Watersheds where actual wages are significantly lower than the minimum wages.
- vii. Watershed which is contiguous to another watershed that has already been developed/ treated.
- viii. Watershed area may be of an average size of 500 hectares, preferably covering an entire village. However, if on actual survey, a watershed is found to have less or more area, the total area may be taken up for development as a project.

In case a watershed covers two or more villages, it should be divided into village-wise sub-watersheds confined to the designated villages. Care should be taken to treat all the sub-watersheds simultaneously.

### ***Development of Forest Lands in Watershed Areas***

6. Some watersheds may encompass, in addition to arable land under private ownership, forest lands under the ownership of State Forest Department. Since nature does not recognize artificial boundaries of forest and non-forest lands in any watershed, the entire watershed is to be treated in an integrated manner. Though the criterion for selection of watersheds primarily remains predominance of non-forest lands, forest lands forming part of such watersheds may also be treated simultaneously as detailed below

- i. The Divisional Forest Officer concerned should give technical sanction for the treatment plans.
- ii. The treatment plans should as far as possible be implemented by Village Forest Committees in close coordination with the Village Panchayat.

- iii. The Micro-watershed Development Plan for the forest areas should be in conformity with the Forest Conservation Act and the approved working plan of the area.
- iv. Where a large portion of the watershed is covered by forestlands, Forest Department at the district level should be encouraged to take up the work of development as Project Implementation Agency.
- v. A forest official should invariably be included as a member of the Watershed Development Team wherever forestland falls within the watershed.

### ***Project Commencement***

7. The date of sanction of the project shall be date of project commencement for all purposes. The project shall be implemented over a period of five years from the date of its sanction.

8. The projects under these Guidelines will be implemented, mainly, through the Zilla Parishads (ZPs)/District Rural Development Agencies (DRDAs). However, wherever it is expedient in the interest of the Programmes, the projects can be implemented through any Department of the State Government or an autonomous agency of the Central Government/State Government with the approval of the Department of Land Resources, Government of India.

### ***Project Implementation Agencies***

9. At the district level, ZP/DRDA shall be the nodal authority for implementation of all the area development programmes under the

supervision and guidance of the State Government and the Government of India. It shall approve the selection of watersheds, the appointment of Project Implementation Agencies, approve the action plan/treatment plan of the projects etc. The CEO (ZP)/PD(DRDA) shall maintain the accounts of watershed projects and shall sign all statutory papers such as Utilization Certificates (UCs), Audited Statements of Accounts, Progress Reports, Bonds etc.

10. The ZP/DRDA will be entitled to recover funds from any institution/organization/ individual and take appropriate action under law if the project is not properly implemented or funds are misutilised or not spent as per these Guidelines.

11. At the field level, the Gram Panchayats shall implement the projects under the overall supervision and guidance of Project Implementation Agencies (PIAs). An intermediate Panchayat may be the PIA for all the projects sanctioned to a particular Block/Taluka. In case, these Panchayats are not adequately empowered, then the ZP can either act as PIA itself or may appoint a suitable Line Department like Agriculture, Forestry/Social Forestry, Soil Conservation etc. or an Agency of the State Government/ University/ Institute as PIA. Failing these options, the ZP/DRDA may consider appointing a reputed Non-Government Organization (NGO) in the district with adequate experience and expertise in the implementation of watershed projects or related area development works as the PIA after thoroughly checking its credentials. Nonetheless, the State Governments should endeavor to empower the PRIs and build their capacities so that they may ultimately be in a position to take up the responsibility of independently implementing the watershed development projects as PIAs. An NGO-PIA shall normally be assigned 10-12 watershed projects covering an area ranging from

5,000-6,000 hectares. However, in exceptional and deserving cases, an NGO-PIA may be assigned a maximum of 12,000 hectares at a time including ongoing projects in all the Programmes of similar nature in a district and a maximum of 25,000 hectares in the State.

12. An NGO is eligible for selection as PIA only if it has been active in the field of watershed development or any similar area developmental activities in rural areas for some years. The quantum of funds handled by an agency in the last 3 years may be taken into account for their selection as PIA by the ZP/DRDA. The NGOs blacklisted by CAPART or other Departments of State Government and Government of India should not be appointed as PIA.

13. The Project Implementation Agency (PIA) will provide necessary technical guidance to the Gram Panchayat for preparation of development plans for the watershed through Participatory Rural Appraisal (PRA) exercise, undertake community organization and training for the village communities, supervise watershed development activities, inspect and authenticate project accounts, encourage adoption of low cost technologies and build upon indigenous technical knowledge, monitor and review the overall project implementation and set up institutional arrangements for post-project operation and maintenance and further development of the assets created during the project period.

14. The ZP/DRDA shall, normally, be the authority competent to decide on the suitability or otherwise of the Project Implementation Agency (PIA) for taking up projects under the watershed development programmes. However, the State Government may consider changing the PIA in any of the projects on specific grounds with prior concurrence

of the Department of Land Resources, Govt. of India.

15. Each PIA shall carry out its duties through a multi-disciplinary team designated as the Watershed Development Team (WDT). Each WDT should have at least four members one each from the disciplines of forestry/plant sciences, animal sciences, civil/agricultural engineering and social sciences. At least one member of the WDT should be a woman. Preferable qualification for a WDT member should be a professional degree. However, the qualification can be relaxed by the ZP/DRDA in deserving cases keeping in view the practical field experience of the candidate in the relevant discipline. One of the WDT members shall be designated as the Project Leader. The PIA will be at liberty to either earmark its own staff exclusively for this work, or engage fresh candidates including retired personnel, or take people on deputation from government or other organizations. The WDT shall be located at the PIA/Block headquarters/any other town nearest to the cluster of selected villages. Honorarium to the WDT members shall be paid out of the administrative costs as indicated in Annexure-I.

16. In order to avoid the tendency for over-emphasis on certain activities related to the speciality of the PIA selected, particularly in the case of Line Departments like Agriculture, Soil Conservation, Forestry etc., the ZP/DRDA should ensure that subject matter specialists from various Line Departments at the district and block levels are involved in the preparation of the plans.

17. Gram Panchayats will execute the works under the guidance and control of the Gram Sabha. In States where there are Ward Sabhas (Palli Sabhas etc.) and the area to be treated is within that Ward, the Ward Sabha may perform the duties of the Gram Sabha.

18. In 6th Schedule areas, where traditional Village Councils are functioning instead of Gram Panchayats, these Councils may be assigned the responsibilities of the Gram Panchayats/Gram Sabhas. In cases, where there is neither a Gram Panchayat nor the traditional Village Council, the existing provisions of Guidelines (2001) would apply.

19. The Gram Panchayat shall carry out the day-to-day activities of the project and will be responsible for coordination and liaison with the Watershed Development Team and the ZP/DRDA to ensure smooth implementation of the project. It shall be responsible for undertaking watershed development works and to make payments for the same.

20. The Gram Panchayat shall maintain a separate account for the watershed project and all receipts from ZP/DRDA will be credited to this account. The Gram Panchayat Secretary and Gram Panchayat Chairman shall operate this account jointly. The Gram Panchayat Secretary will be responsible for convening meetings of the Gram Panchayat and Gram Sabha and for carrying out all their decisions. He will maintain all the records and accounts of project activities. If required, the Gram Panchayat may appoint two or three volunteers to provide assistance to the Gram Panchayat Secretary in the implementation of activities as per the action plan/treatment plan of the watershed project. The volunteers will be paid honorarium as per Annexure-I.

### ***Gram Sabha Meetings***

21. The Gram Sabha will meet, at least twice a year to approve/improve the watershed development plan, monitor and review its progress, approve the statement of accounts, form User Groups/Self-Help Groups,

resolve differences/disputes between different User Groups, Self-Help Groups or amongst members of these groups, approve arrangements for the collection of public/voluntary donations and contributions from the community and individual members, lay down procedures for the operation and maintenance of assets created and approve the activities that can be taken up with money available in the Watershed Development Fund.

### ***Self-Help Groups***

22. The Gram Panchayat shall constitute Self Help Groups (SHGs) in the watershed area with the help of WDT from amongst landless/asset less poor, agricultural labourers, women, shepherds, scheduled caste/scheduled tribe persons and the like. These Groups shall be homogenous groups having common identity and interest who are dependent on the watershed area for their livelihood. Separate Self-Help Groups should be organised for women, scheduled castes, scheduled tribes etc.

### ***User Groups***

23. The Gram Panchayat shall also constitute User Groups (UGs) in the watershed area with the help of WDT. These Groups shall be homogenous groups of persons most affected by each work/activity and shall include those having land holdings within the watershed areas. Each UG shall consist of landholders who are likely to derive direct benefits from a particular watershed work or activity. The UGs shall be responsible for the operation and maintenance of all the assets created under the project through which they derive direct or indirect individual benefits.

### ***Van Rakshaks***

24. To take care of plantations on public/ community/ Panchayat lands, the Gram Panchayats may engage local unemployed youth from BPL families as “Van Rakshaks” on honorarium, which will be paid out of the administrative costs prescribed in Annexure-I. The Van Rakshaks and volunteers shall not be treated as employees of the Gram Panchayat/ PIA/ ZP/ State Government/ Government of India. The honorarium of Van Rakshaks may be increased or decreased by the Gram Panchayat keeping in view the survival rate of plantations. The Gram Panchayat shall also ensure usufructs for these Van Rakshaks.

### ***Community Mobilization and Training***

25. Community Mobilization and Training are pre-requisites for initiating development work in watershed projects. Prior sensitization and orientation training on Watershed Project Management should be imparted to all concerned functionaries and elected representatives at the district, block and village levels before they assume their responsibilities. In case ZP/ DRDA/ Line department is the PIA, it may involve NGOs for community mobilization and training. For this, approval of ZP/DRDA should be taken.

### ***Activities for Watershed Development***

26. A meeting of the Gram Sabha/ Ward Sabha shall be convened for preparation of the Action Plan/ Watershed Treatment Plan, on the basis of the information generated from the benchmark survey of the watershed areas and detailed PRA exercises. After general discussion, the Gram Panchayat will prepare a detailed Action Plan/ Treatment Plan

for integrated development of the watershed area under the guidance of the WDT and submit the same to the PIA. The WDT should utilize various thematic maps relating to land and water resources development in the preparation and finalization of the Action Plan/ Watershed Treatment Plan. This Action Plan shall necessarily mention the clear demarcation of the watershed with specific details of survey numbers, ownership details and a map depicting the location of proposed work/ activities. The PIA, after careful scrutiny, shall submit the Action Plan for Watershed Development for approval of the ZP/DRDA. The approved plan shall be the basis for release of funds, monitoring, review, evaluation etc. by the ZP/DRDA, State Government and Central Government. The Action Plan/Watershed Treatment Plan should be prepared for all the arable and non-arable land including degraded forestlands, government and community lands and private lands. The items, inter-alia, that can be included in the Action Plan/Watershed Treatment Plan are

- i) Development of small water harvesting structures such as low-cost farm ponds, nalla bunds, check-dams, percolation tanks and other ground water recharge measures.
- ii) Renovation and augmentation of water sources, desiltation of village tanks for drinking water/irrigation/fisheries development.
- iii) Fisheries development in village ponds/tanks, farm ponds etc.
- iv) Afforestation including block plantations, agro-forestry and horticultural development, shelterbelt plantations, sand dune stabilization, etc.
- v) Pasture development either by itself or in conjunction with plantations.
- vi) Land Development including in-situ soil and moisture

- conservation measures like contour and graded bunds fortified by plantation, bench terracing in hilly terrain, nursery raising for fodder, timber, fuel wood, horticulture and non-timber forest product species.
- vii) Drainage line treatment with a combination of vegetative and engineering structures.
- viii) Repair, restoration and up-gradation of existing common property assets and structures in the watershed to obtain optimum & sustained benefits from previous public investments.
- ix) Crop demonstrations for popularizing new crops/varieties or innovative management practices.
- x) Promotion and propagation of non-conventional energy saving devices, energy conservation measures, bio fuel plantations etc.

The WDT, while drawing up the Action Plan/ Watershed Treatment Plan should ensure that project works involve only low-cost, locally available technologies and materials, are simple, easy to operate and maintain. Emphasis should be on vegetative measures. Costly masonry/ cement works, use of machinery should be discouraged.

27. While preparing the watershed treatment plan, the Gram Panchayats should give emphasis to rain water-harvesting activities and undertake massive plantation works on community as well as private lands. Where private lands are involved, these should belong, predominantly, to SC/ ST and small/marginal farmers. Focus should be on employment and income generation activities that benefit the rural poor in the watershed project area. Impounded rainwater could also be used for income generating activities like fisheries.

28. While preparing the detailed action plan, technical requirements

and feasibility of appropriate biophysical measures are to be carefully worked out by the WDT for long-term sustainable interventions for the entire area of the watershed. The Action Plan should specify, among others, the following

- i. Physical targets to be achieved (year wise) under the project and the road map for achieving these targets;
- ii. Definite time frame for each major activity;
- iii. Technological interventions for the proposed activities;
- iv. Specific success criteria for each activity; and a
- v. Clear Exit Protocol.

After the detailed action plan is approved by the ZP/DRDA, it would be the responsibility of the PIA to get the same implemented through the Gram Panchayat with active support and supervision of the WDT members.

### ***Exit Protocol***

29. While preparing the detailed Action Plan/Treatment Plan, the Gram Sabha/Gram Panchayat, under the technical guidance of WDT, shall evolve proper Exit Protocol for the watershed development project. The Exit Protocol shall specify a mechanism for maintenance of assets created, augmentation including levy and collection of user charges, utilization of the Watershed Development Fund etc. Mechanism for equitable distribution and sustainability of benefits accrued under the watershed development project should also be clearly spelt out in the Exit Protocol. While approving the Action Plan for the watershed, the

ZP/DRDA shall ensure that the detailed mechanism for such Exit Protocol forms part of the Action Plan/Treatment Plan.

### ***Transparency***

30. Transparency under the Programme would be promoted by various agencies as follows

- ◆ Preparation of the Action Plan for the watershed by the Gram Panchayat in consultation with Self-Help Groups/User Groups with the assistance of WDT members.
- ◆ Approval of the Action Plan at the open meetings of the Gram Sabha.
- ◆ Display of approved Action Plan on a Notice Board at the Gram Panchayat Office, Village Community Hall and such other community buildings.
- ◆ Review of physical and financial progress of work during implementation phase through periodical meetings of the Gram Sabha.
- ◆ Payment to labourers directly and through cheques wherever possible.

### ***Funding Pattern***

31. The present cost norm is Rs 6000 per hectare. This amount shall be divided amongst the following project components subject to the percentage ceiling mentioned against each

(i) Watershed Treatment/ Development Works/ Activities	85%
(ii) Community Mobilization and Training	5%
(iii) Administrative Overheads	10%
<b>TOTAL</b>	<b>100%</b>

Savings, if any, in the administrative costs can be utilized for undertaking activities under the other two heads viz. training and watershed works, but not vice-versa. Purchase of vehicles, office equipment, furniture etc., construction of buildings, and payment of salaries of government staff will not be permissible under administrative costs.

32. General cost norm for watershed development projects will be as per Annexure-I. Cost estimates for each work item and project activity shall be worked out as per Standard Schedule of Rates (SSR) approved by the State Governments in representative areas.

***Procedure for release of installments***

33. Central Share of funds shall be released to the ZPs/ DRDAs in five installments over a period of 5 years. The State shall also release their corresponding share to the ZPs/ DRDAs accordingly. Further breakup of these installments is given in Annexure-II.

34. While the first installment of Central funds shall be released along with the Project Sanction unconditionally, further installments shall be released when the unutilized balance is not more than 50% of the previous installment released. The relevant release proposal should be submitted by the ZP/DRDA to the Department of Land Resources, through the

State Government, along with Quarterly Progress Reports and Audited Statement of Accounts of the previous year. In addition, proposal for release of second installment shall be supported by details concerning village-wise area taken up for treatment, Project Profile, Action Plan approved by ZP/DRDA and other documents called for as and when necessary. The ZP/DRDA shall release funds to the PIAs and the Gram Panchayats within 15 days of receipt of funds from the Central and State governments.

35. After receipt of 45% of project funds in two installments, the State Government shall commission a Mid-Term Evaluation of the watershed development project through an independent evaluator from a Panel of Evaluators maintained by the State Government with due approval of the Department of Land Resources. Release of the third installment of Central funds shall be made only after submission of a satisfactory Mid-Term Evaluation Report, besides all other requirements specified above. The State Govt shall also commission a final evaluation of the project on its completion and submit the same to DoLR with the completion report.

***Watershed Development Fund***

36. One of the mandatory conditions for selection of villages in Watershed Development Programmes is people’s contribution towards Watershed Development Fund (WDF). The contributions to WDF shall be a minimum 10% of the cost of works executed on individual lands. However, in case of SC/ST and persons identified below the poverty line, the minimum contribution shall be 5% of the cost of works executed on their lands. Contribution to the Fund in respect of community property may come from all the beneficiaries, which shall be a minimum of 5%

of the development cost incurred. It should be ensured that the contribution comes from the beneficiary farmers and is not deducted from the wages paid to the labourers who are engaged to treat the private lands. These contributions would be acceptable either in cash/ voluntary labour or material. A sum equivalent to the monetary value of the voluntary labour and materials would be taken from the watershed project account and deposited in this Fund. The Gram Panchayat shall maintain the Watershed Development Fund separately. The Chairman and Secretary, Gram Panchayat will operate the WDF account jointly. Individuals as well as charitable institutions should be encouraged to contribute generously to this Fund. The proceeds of this Fund shall be utilized in maintenance of assets created on community land or for common use after completion of project period. Works taken up for individual benefit shall not be eligible for repair/maintenance out of this Fund.

### ***User Charges***

37. The Gram Panchayat shall impose user charges on the User Groups for use of common utilities like water for irrigation from village tanks/ ponds, grazing from community pastures etc. While one-half of the user charges so collected may be credited to the WDF for maintenance of assets of the projects, the remaining one-half may be utilized by the Panchayat for any other purpose as it may deem fit.

### ***Revolving Fund for SHGs***

38. The Gram Panchayat will set up a revolving fund not exceeding Rs. one lakh to be given as seed money for vocational development by the Self-Help Groups (SHGs) at a rate not exceeding Rs.10,000/- per

SHG for undertaking income generating activities. This seed money must be recovered from the SHG members in a maximum of 6 installments on monthly basis. This could be reinvested in the same or other SHGs.

### ***Convergence of Programmes***

39. As the Watershed Development Programmes aim at holistic development of watershed areas, the convergence of all other non-land based programmes of Government of India, particularly those of the Ministry of Rural Development would enhance the ultimate output and lead to sustainable economic development of the village community. The ZP/DRDA, therefore, shall take all possible measures to ensure convergence of other programmes of the Ministry of Rural Development such as the Sampoorna Grameen Rozgar Yojana (SGRY), the Swarnjayanti Gram Swarozgar Yojana (SGSY), the Indira Awas Yojana (IAY), the Total Sanitation Campaign (TSC) and the Rural Drinking Water Supply Programme in the villages chosen for the implementation of the watershed development projects. It would also be worthwhile to converge programmes of similar nature of the other Ministries e.g. Health & Family Welfare, Education, Social Justice and Empowerment and Agriculture, as also of the State Governments, in these villages.

### ***Credit Facility***

40. The general cost norms for watershed development projects shall remain as per Annexure-I. However, the ZP/DRDA shall explore and encourage availing of credit facilities provided by banks or other Financial Institutions by the SHGs, UGs, Panchayats and individuals for further developmental activities in watershed areas.

### Monitoring & Review

41. The Gram Panchayat shall submit a quarterly progress report to the PIA after it is scrutinized and approved by the WDT. The PIA shall submit quarterly progress reports to the ZP/DRDA for further submission to the DoLR through the State Govt. At district level, ZP/DRDA shall monitor the implementation of the projects. At the State level, Secretary of the Department concerned shall be responsible for regular monitoring of these projects as well as mid-term and final evaluation of projects. The Department of Land Resources may also appoint independent institutions/ individuals to carry out concurrent as well as post-project evaluations/ impact studies of the watershed development projects. District and State level Vigilance and Monitoring committees may also review the progress of the watershed projects.

### Queries

42. Queries may be addressed to the following:-

- 1) **At the District level:** Chief Executive Officer, Zilla Parishad/ Project Director, District Rural Development Agency.
- 2) **At the State level:** Secretary /Commissioner/Director, Rural Development.
- 3) **At the National level:** Department of Land Resources, Ministry of Rural Development, NBO Building, 'G' Wing, Nirman Bhavan, New Delhi - 110011.

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### ANNEXURE – I

(1) **THE WATERSHED DEVELOPMENT PROJECTS MAY BE SANCTIONED AT THE RATE PRESCRIBED BY THE CENTRAL GOVERNMENT FROM TIME TO TIME. THE PREVALENT RATE WITH EFFECT FROM 1<sup>ST</sup> APRIL 2000, IS Rs. 6,000 PER HECTARE.**

(2) **CEILING ON ADMINISTRATIVE OVERHEADS**

1.	<b>At ZP/DRDA Level</b>	
	<b>WDT Members Training (For 10 WDP's)</b>	Rs. 30,000
	(i) Proportionate Expenditure for one WDP	Rs. 3,000
	(ii) Miscellaneous Expenditure/WDP	Rs. 3,000
	<b>(A) Total for one Watershed Project</b>	<b>Rs. 6,000</b>
2.	<b>At PIA/WDT Level(For 10 WDP's)</b>	
	(i) WDT members honorarium	Rs. 7,50,000
	(ii) TA/DA	Rs. 4,50,000
	(iii) Office Staff / Contingencies	Rs. 2,70,000
	<b>Total for 10 WDP's</b>	<b>Rs. 14,70,000</b>
	<b>(B) Expenditure for One WDP</b>	<b>Rs. 1,47,000</b>
3.	<b>At Village Level</b>	
	(i) Volunteers'/ Van Rakshaks' Honorarium	Rs. 1,20,000
	(ii) TA/DA	Rs. 15,000
	(iii) Office Contingencies	Rs. 12,000
	<b>(C) Total for each Watershed</b>	<b>Rs. 1,47,000</b>
<b>TOTAL COST CEILING ON ADMINISTRATIVE OVERHEADS (A+B+C) PER WATERSHED OF 500 Ha.</b>		<b>Rs. 3,00,000</b>

**ANNEXURE - II**

**RELEASE OF PROJECT FUNDS BY ZP/DRDA TO  
PROJECT IMPLEMENTATION AGENCY (PIA) &  
GRAM PANCHAYAT (GP)**

Year	Installment	%	Agency	%	Component Breakup	% Breakup
1 <sup>st</sup>	1 <sup>st</sup>	15%	PIA	4%	Adm. Cost Community development & training	1% 3%
			GP	11%	Adm. Cost Works	1% 10%
2 <sup>nd</sup>	2 <sup>nd</sup>	30%	PIA	2%	Adm. Cost Community development & training	1% 1%
			GP	28%	Adm. Cost Works	1% 27%
3 <sup>rd</sup>	3 <sup>rd</sup>	30%	PIA	2%	Adm. Cost Community development & training	1% 1%
			GP	28%	Adm. Cost Works	1% 27%
4 <sup>th</sup>	4 <sup>th</sup>	15%	PIA	1%	Adm. Cost	1%
			GP	14%	Adm. Cost Works	1% 13%
5 <sup>th</sup>	5 <sup>th</sup>	10%	PIA	1%	Adm. Cost	1%
			GP	9%	Adm. Cost Works	1% 8%