

## **Self Reliant Initiatives through Joint Action (SRIJAN)**

### **Annual Report for the Year 2004-05**

SRIJAN is a grassroots implementation as well as support agency committed to promote sustainable and self-reliant models of development.

#### **The Aim**

SRIJAN aims to promote strong self-reliant village organisations, partnerships and enterprises to enhance people's access to natural resources and their capacity to manage them sustainably. It proposes to use collaboration with government as a strategy to create space for poor men and women and their organisations in planning and implementation of various government schemes and to enhance inclusion, transparency and accountability in institutional mechanisms.

#### **The Methods and Profile of Our Work**

SRIJAN is thus founded as a Professional Organisation to do the following:

- Undertake grassroots action projects aiming at livelihoods – presently we have a PFT in Sagar district under DPIP.
- Build capacity of Government and NGOs in rural development programmes especially NRM and SHG programmes – presently we are supporting DPIP MP as well as Karnataka Tanks Project in capacity of a lead HR and CB agency, we are also supporting NGOs in Rajasthan in NRM and SHG activities.
- Provide policy and project design support to donor agencies and recipient governments – this we have done for the World Bank, DFID, SDC, Sida and WFP in Rajasthan, MP and Karnataka.
- Conduct research for advocacy for pro-poor policies – We are conducting research for ADB/IWMI in canal irrigated areas in MP and we are also doing a study into Chandela Taals.

#### **Legal Status**

SRIJAN has been working since 1997 with local NGOs, State governments of Rajasthan and Madhya Pradesh and a range of private, bilateral and mutli-lateral donor agencies. It was registered as a Public Charitable Trust in January 2000. It presently concentrates in natural resource management based livelihoods.

## Livelihood Projects

### *District Poverty Initiatives Project, Rajasthan*

The Government of Rajasthan, with the support of the World Bank, is implementing Rs 640 crore District Poverty Initiatives Project (DPIP) in seven districts of the state, namely Baran, Churu, Dausa, Dholpur, Jhalawar, Rajsamand and Tonk. The long-term goal of the project is to reduce poverty in the selected districts, which are amongst the poorest in the state. The project seeks to organise the poor into Common Interest Groups (CIGs), build their capacities and help them implement sub projects aimed at alleviating poverty. The project has allocated Rs 90 crore for the Tonk district. SRIJAN is working in 67 villages of the Deoli block.

For the coming year 2004-05, the SRIJAN team had set for itself the target of (i) promoting 200 (CIGs) and ensuring their Quality and Sustainability (Q&S) by regularizing meetings and inculcating savings and credit norms; and (ii) identifying and working on a few livelihood themes, and developing cluster based approach for them.

This required six professionals to work in 67 villages. The task was tough given that the team was new without much experience. Older members had the additional responsibility of training the new entrants before the latter could undertake to work independently in the villages. Mounting paper work added to the challenges the team was facing on the field. There continued to be excessive dependence on line departments to get projects sanctioned.

Meticulous planning of project activities and human resource formed the key approach of the team to reach the objectives it had set for itself. Orientation programme was designed for the new professionals and expertise available in the team was used to make people take charge of different themes being promoted in the project across villages. A cadre of trained para professionals was also created.

The team in Tonk is trying to promote three themes viz. Dairy, Drip based Aonla and SHGs. While making special efforts to include the poorest of the poor in the CIGs, attempt also is being to strengthen them as groups by exhorting the members to save and taking up other group building exercises with them. If this approach works total savings of all the groups will be to the tune of Rs.350, 000. Presently however, this experiment has been successful only with Dairy groups.

In dairy, our target was to (i) form 120 CIGs, involving some 1500 women; and (ii) develop a new milk route in conjunction with the Rajasthan Cooperative Dairy Federation (RCDF), besides submitting a proposal to DPIP for installation of Bulk Milk Coolers.

We have also been promoting SHGs, especially with our target community who has not been able to benefit from DPIP. A total of 200 SHGs are envisaged over a period of three years.

In the last financial year we invested around Rs. 94,01,413 in the community in various activities like buffalo rearing, soil and water conservation and micro enterprise development.

**Lessons learnt:**

There is a need to set realistic targets. Too high targets often lead to frustration. Developing a cluster approach is a must to be able to give direction to work, and achieve target and scale.

*District Poverty Initiatives Project, Madhya Pradesh*

District Poverty Initiatives Project (DPIP) is a poverty alleviation project of Government of Madhya Pradesh. Approximate value of the project is 100 million USD. DPIP supports decentralisation and a more effective demand based approach to poverty alleviation. The project targets the poor and the women in the poorest villages in the 14 districts and is implemented by communities with support from the panchayati raj institutions.

The team had set for itself the task of (i) reaching 2500 families in 25 villages; (ii) up-scaling tested activities; (iii) increasing women's participation in the project; (iii) identifying and developing Village Level Leaders; and (iv) working out strategies for undertaking new activities like dairy.

Past experience showed that working intensively with 2500 families in 25 villages was a very huge task. It meant that with a team strength of 4 professionals each professional had to work in five to six villages and with at least 625 families. We were however able to reach a total of 21 villages only. With nature of work increasingly becoming increasingly technical and mounting paper work in submission of sub projects the task turned out to be tougher than we had initially imagined it to be.

Despite the odds, SRIJAN-Jaisinagar team worked with over 1350 families in 21 villages through 478 CIGs, and made community investments to the tune of almost one crore rupees.

Listed below is the work done so far by SRIJAN under DPIP-MP.

S No	Activity	Total CIGs	Total members	Total Cost	Contribution	Apna Kosh	Amt. From project
<b>1</b>	<b>WHS &amp; SM Conservation</b>	<b>23</b>	<b>NA</b>	<b>4113282</b>	<b>370808</b>	<b>242627</b>	<b>3742474</b>
a	Percolation Tank	5					
b	Stop dam	7					
c	Field Bunding	10					
d	Lift Irrigation Scheme	1					
<b>2</b>	<b>Wells</b>	<b>116</b>	<b>1086</b>	<b>6036051</b>	<b>433286</b>	<b>612467</b>	<b>5652265</b>
<b>3</b>	<b>Sprinkler Irrigation</b>	<b>55</b>	<b>346</b>	<b>2773213</b>	<b>185183</b>	<b>277854</b>	<b>2588030</b>
<b>4</b>	<b>Irrigation Equipments</b>	<b>55</b>	<b>381</b>	<b>2337460</b>	<b>51050</b>	<b>234240</b>	<b>2193780</b>
<b>5</b>	<b>Agri. Implements</b>	<b>41</b>	<b>252</b>	<b>1714270</b>	<b>167780</b>	<b>172005</b>	<b>1516190</b>
<b>6</b>	<b>Agri. Extension</b>	<b>61</b>	<b>566</b>	<b>1782085</b>	<b>107846</b>	<b>178915</b>	<b>1674239</b>
<b>7</b>	<b>Vegetable Cultivation</b>	<b>15</b>	<b>115</b>	<b>1181125</b>	<b>325413</b>	<b>118113</b>	<b>841112</b>
<b>8</b>	<b>Dairy</b>	<b>19</b>	<b>102</b>	<b>857200</b>	<b>48800</b>	<b>86050</b>	<b>808400</b>
<b>9</b>	<b>Micro Ent. Dev.</b>	<b>34</b>	<b>108</b>	<b>1408300</b>	<b>100055</b>	<b>141340</b>	<b>1311595</b>
<b>10</b>	<b>Goatry</b>	<b>8</b>	<b>45</b>	<b>468300</b>	<b>23650</b>	<b>47140</b>	<b>396700</b>
<b>11</b>	<b>SHGs (Women)</b>	<b>42</b>	<b>546</b>				
	<b>TOTAL</b>	<b>427</b>	<b>3001</b>	<b>22671286</b>	<b>1813871</b>	<b>2110751</b>	<b>20724785</b>

Please note that the table does not contain details of 47 CIGs sanctioned on 31<sup>st</sup> March, 2005.

*Soyabean* was our first activity of the financial year. The importance of this activity lay in building rapport by meeting the demand for seed replacement in new villages like Jotpur and Hada. In all soyabean programme was done in 162 acres of land with over 100 farmers. One village was used as a demonstration of organic farming keeping in mind the dry spells, which affected the yield last year.

The major objectives of Soybean programme were to (i) increase productivity of soybean; (ii) promote the use of foundation seed; (iii) enhance the knowledge of farmers regarding micro/macro nutrient management; (iv) provide adequate training through experts about scientific soybean production; and (v) to demonstrate the use of organic farming.

After successful intervention of *sprinkler programme* in the year 2003-2004, there was a strong demand for sprinkler this year. Learning from last year's mistake we developed models and implemented our program just before sowing but due to controversy over procurement created by vendors the implementation got delayed.

The models were designed taking into consideration the electricity and general topography of this area. We promoted the following models in the area:

- 5Hp diesel engine + sprinkler set (8 Nozzle etc)
- 1.5 hp electric motor + sprinkler set (4 nozzle etc)
- 2 hp electric motor + Sprinkler set (5 nozzle etc)

This year 31 CIGs of sprinklers were formed, and 58 sprinkler sets worth 10,13,000 were given.

*Wells* is one activity that Jaisinagar team has done consistently over the years. This financial year we formed 82 CIGs involving 492 families. About 123 wells were taken and an amount close to 41 lakh was invested. This has resulted in more than 375 acres of excess irrigation. For wells, the concept of village monitoring committee was used in all the villages and this helped in up scaling the activity.

*Micro enterprise* was promoted to meet the basic needs of people in villages. Such activities were taken with landless and people who had prior experience of a particular trade and in a village that lacked bare essential things. In this financial year we have formed 22 CIGs involving 115 families with an investment of Rs 909,775.

#### **Lessons learnt:**

Greater clarity of vision is required to be able to reach the targets that we have set for ourselves in the coming year. Further proper documentation will help us assess the impact of our work.

## Water Projects

### *Karnataka Community Based Tank Management Project, JSYS*

In this project we aim to build 30 community based self-reliant tank management institutions (TMI) to manage the tank system on a sustainable basis ensuring active participation of all stakeholders, especially the vulnerable section.

The major challenges of the project are to, (i) organize the whole village to form TMI; (ii) ensure peoples participation in the programme; (iii) build a sustainable TMI with representatives from all sections of the communities; (iv) train TMIs, to build their capacities for effective and sustainable management of tank system.

This project is only a year old. We have till now been able to form six TMIs for the management of nine tanks. Out of six, five TMIs will function as sub committees of the Gram Panchayat. Each sub committee has around 21 members elected by the people in Gram Sabha. Political interference by party based groups in the village and continued skepticism and less participation by the vulnerable sections of the village community has at times worked to impede the process.

Despite this however, the team was able to submit seven ITDPs (integrated tank development plan) to the JSYS for approval and the implementation in these tanks will soon commence.

Regular visits to the village, and interaction with village leaders, farmers, panchayath members, self help groups, and other members of the institutions existing in the village level was crucial in accomplishing this task in this short span of time and that too for a common property resource.

Gram sabhas were organized for creating awareness on the need of conserving tank system and orientation was given to people to the process of rehabilitating tanks in subgroups like SHG meetings. Apart from this orientation programme was also organized for Gram Panchayat Secretary at Taluk level and for Gram Panchayat members at the panchayat level. A literacy programme was also organized by the volunteers.

Villagers were encouraged to participate in planning activities, and four days of rigorous PRA with the villagers facilitated this process. The team managed to raise contribution from the beneficiaries for undertaking tank rehabilitation work.

The table below gives a village wise account of the contribution raised and the total cost of the project.

S.No.	Name of the village	Name of the tank	Amount Sanctioned*	Contribution from the village
1)	Anepura	Hosakere	828000	22000
2)	Hungenahalli	Jambukere	1329321	35000
		Kalegowdanakere	689900	17000
3)	Gudnahalli	kodagikere	666000	18000
4)	Maliyappanahalli	Dasanakere	647000	18000
5)	Araleri	Chikka kere	39200	14000
		Doddakere	756000	16000

### Lessons learnt:

Mobilising community for tanks is extremely difficult, as the villagers have lost interest in tanks due to the drought in the area year after year. Proximity to town worsens the situation as a majority of villagers migrate to towns for jobs, further reducing their dependence and hence interest in tanks. All these factors make proper identification of the village/tanks an absolute essential.

*Integrated Watershed Management, Madhya Pradesh*

Through this project aims to develop a model of sustainable livelihoods in selected villages of Ichhawar block of Sehore district which can be replicated in other parts of Madhya Pradesh and India.

SRIJAN is working to enhance the production and productivity of soyabean, wheat and gram by promoting the model of integrated water management involving construction of water harvesting structure and promotion of water saving technologies like sprinkler and drip.

The team was able to reach 958 families with total land coverage of 2119 acres. Water saving devices such as sprinklers were introduced for a total area of 128ha to increase the number of irrigation and area under rabi crops. Effort was made to reach poor and marginal farmers by undertaking activities like well digging and field bunding. Further attempt was made to form users groups of community water structures rehabilitated or constructed in the region.

Team has been consistently trying to build capacity of the people by training them and developing local leadership which can take care take charge of the user groups being promoted.

Presently the team is working in 17 villages and has formed 37 groups of various activities with the total investment amounting to Rs. 6,061,505. This much higher than what the team had initially planned but owing to the success of the interventions made by the team there was an increasing demand from other neighbouring villages to undertake more of similar work.

From the very outset effort was made to make the process as participatory as possible beginning from identification of the work to its actual implementation. Focused Group Discussions were held to identify the felt needs of the farmers and for prioritizing the works identified. A *samiti* was formed of the beneficiaries and it was made responsible for both executing and monitoring the physical works identified and also maintaining the accounts, which included making payments to service providers and so on. Training was given to members of the *samiti* for efficient management water and maintenance of the structure. Cash contribution gave the *samiti* greater scope in choosing its service provider.



*Community Management of Chandela Tanks, Madhya Pradesh*

The Tikamgarh district of Madhya Pradesh is home to a number of taals built by the Chandela dynasty some 2000 years ago for recreation purposes. An engineering marvel, these taals form the lifeline of the village society with the rural social and economic fabric being woven around them. Apart from having a pivotal role in the village life, these taals are also important water harvesting structures assisting percolation in an area where high intensity rainfall and impermeable rock strata cause high run off of rain water. Taking cognisance of the centrality of the taals, the project aims at their physical and institutional rehabilitation. SRIJAN is identifying taals where beneficiaries demand repair and are willing to organise themselves into Tank User Groups (TUGs), and develop a set of norms and rules for post-rehabilitation maintenance. The project requires SRIJAN to work on six taals. The physical rehabilitation also is to be carried out by SRIJAN.

In the last year the team aimed to (i) complete physical work in five tanks; (ii) identify the sixth tank for the project; (iii) mobilize contribution from the community on acreage basis and the membership fee from the farmers; (iv) set up management committee for the TUGs to facilitate the execution process; (v) introduce the norms for irrigation; and (vi) start the formation of SHGs.

The objective of completing the physical work in five tanks has been partially fulfilled as we have been able to complete work only in two tanks (Fateh ka khirak and Kandwa) and work in two canals has been started in the month of March 2005 only. The idea of taking up sixth tank for the project was dropped seeing the paucity of funds. However, another hamlet of Toriya was explored for this purpose and can be included in future programmes. Contribution on the acreage basis has been mobilized in Toriya and Fateh ka Khirak. Managing committee was set up only in Shahpura. In Fateh ka Khirak due to smaller number of farmers (25 farmers and 16 families) and their active involvement, we did not push the idea of constituting a managing committee. However in Kandwa, we failed in our attempts in this direction.

We have not been able to achieve the objective of introducing the norms for irrigation. However, in one village i. e. Toriya Suklan, we have been successful in getting the beneficiaries to start the system of levying water charges but they have decided to collect it after harvesting.

The team did not focus on SHG programme and has not done much for it. However, one SHG has been formed in Kandwa.

The major satisfaction for the team was that we finally succeeded in starting the work but the major dissatisfaction is of not being able to complete it in time. We have worked only in five tanks but it provided the opportunity to take up range of activities ranging from bund strengthening to canal lining.

Technical problems were faced in three tanks but technical complexity in Kharon and Fateh ka khirak took long time to resolve and hence delayed the work. The time lag affected the mobilisation and enthusiasm of the community and every time team had to struggle to start the process again.

#### Investment made by donor/funding agency:

Name of village	Amount transferred by SRIJAN	Bank interest	Expenses booked directly (Survey and others)	Contribution of the farmers	Total amount	Expenditure	Balance in account
<b>Kharon</b>	54950	536	4668	9383	69537	61425	3444
<b>Fateh ka Khirak</b>	40000	136	3140	7350	50626	41425	6061
<b>Kandwa</b>	55289	224	5282	3055	63850	50617	7951
<b>Toriya Suklan</b>	84965	129	4606	8924	98624	88485	5533
<b>Total</b>	<b>235,204</b>	<b>1,025</b>	<b>17,696</b>	<b>28,712</b>	<b>282,637</b>	<b>241,952</b>	<b>22,989</b>
<b>Shahpura</b>	0	0	800	2650	3450	3080	
<b>Workshop</b>						<b>37,619</b>	

Ensuring regular site visits by the WRD officials, holding regular weekly or fortnightly meeting and transfer of structured responsibilities to TUG were some of the strategies adopted to enthuse the village community about tank rehabilitation work and increase their ownership of the process.

After discussions in the group meeting, responsibilities for execution and monitoring of physical work, procurement of material and maintenance of accounts was formally handled by the group. Measurements were taken with the group of farmers and calculations for the payments to be made were done with them.

Procurement of material was also done by at least two members of the TUG along with our team member. Payments were done by TUG in the presence of the team member, and all the entries in the muster rolls were shared in the TUG meeting. Some formats for request of funds, withdrawal of money from the bank etc. were prepared to standardise the process.

We have realised assessment of tank dependence is crucial and in some villages we should adopt small groups approach to initiate the process.

**A workshop titled “Rehabilitation of Chandela Tanks: Improving Stakes of the Poor” was organized on March 1, 2005:** The workshop was divided into two sessions; presentations of the case studies followed by field visit to Toriya Suklan. There was encouraging participation from DPIP, M.P., NGOs of repute (BAIF, ASA, ARAVALI, VIKALP, OXFAM and other organisations from Tikamgarh), ICEF, MPRLP and the TUG members. However, participation of the district administration was lacking. The prime objective of the workshop was to share our experiences and to explore new avenues to expand the existing programme. This has paved the way to take it forward with DPIP, M.P. But anything concrete is yet to come.

The discussion was mainly around

- Being an informal institution, the limitations of TUGs for enforcing norms.
- The need to bring in livelihood perspectives in tank rehabilitation programme.
- Need for a policy of tanks in M.P., especially for panchayat tanks.

#### *Participatory Irrigation Management (PIM) Project, Madhya Pradesh*

The project is being implemented in 6 locations in M.P. involving minor, medium and large irrigation systems. The total investment in the project is around Rs 170 million. The project seeks to demonstrate a model of active community involvement in rehabilitation of irrigation systems and build capacity of the farmers to affect a meaningful handover of the system to the farmers’ organisation.

The implementation of the project would lead to improvement in water delivery and availability and enhancement of people’s institutional capacity. The project would throw policy issues and lessons for its replication in the rest of the State.

SRIJAN is working on the irrigation system on the river Halali (Samrat Ashok Sagar Project) in the Vidisha district. The dam located on river Halali has two main canals and the gross command area of the irrigation system is 37,400 ha. Of the two main canals, SRIJAN is working with the community on the Right Bank Canal and parts of Left Bank Canal covering a total area of 11,700ha. Total number of beneficiaries covered will be around 6000 and SRIJAN will help mobilise a total investment of close to Rs 22 million.

SRIJAN's area of work is spread across 84 villages. Before undertaking any physical rehabilitation work, SRIJAN conducted a Base Line Survey of the project area to get an insight into the socio economic profile of the region. A joint assessment of canal repair work with the Water Resource Department engineers to get a preliminary understanding of the extent and type of work that needs to be carried out in the project area.

Last year has been productive in the sense that though SRIJAN began work in Vidisha in October 2003, we were unable to raise contribution from the community in the first six months to undertake any physical rehabilitation work. Rapport building with the community took longer than we had initially expected. Issues of water sharing and water distribution are never easy to resolve and the condition of mobilizing contribution in cash further compounded the problem. Some progress however has been made in the last one year.

In the last one year, SRIJAN has been able to mobilize Rs. 1,12,000 as contribution from the community.

Work Committees were formed in five villages under three Water User Associations (WUAs) and work to the tune of Rs 1,00,000 was undertaken in canal rehabilitation. Work Committees were responsible for the execution of the work, including managing the accounts and sourcing the material. SRIJAN and WRD engineers provided technical assistance. Successful completion of canal work has had a demonstration effect and now there is a growing demand from other villages of the project area.

High contribution has helped achieve a pattern of water distribution that is more equitable. Canal rehabilitation has increased water availability and helped solve problems of water logging due to seepage and overtopping. This has led to (i) increase in crop yield due to proper and timely irrigation; and (ii) better collection of water taxes due to availability of water.

***Agricultural Activities:*** Under the activities to improve the agricultural productivity of the water users following activities are done.

1. *Cropping manual for Soybean:* A need based cropping manual was prepared & circulated to all the WUAs & water users got the benefit of pest control & increased crop yield.
2. *Agricultural Workshop:* A district level agricultural workshop was organised in Sanchi Farmers Training Center where farmers from all the WUAs discussed about their problems & various schemes of Agril Department with the senior officers of the Agril Department, MP Govt.

3. *Seed production programme:* To solve the problem of farmers related to quality seeds, which is the major input for agriculture, this programme was started in 53 acres of land across 6 villages of the project area. Under which breeder seed of wheat (HI-1418) & Gram (JG-130) from Agril Department was provided to farmers to produce seed for 4 years. After this demonstration replication will be done by farmers & seed entrepreneurs can be promoted. The seed cost was paid from the project, which will be recovered from the farmers.

***Strengthening of WUAs:*** Towards the strengthening of WUA the following initiatives were taken.

- a) *Formation of Work Committee:* By these sub committees the President, TC members & water users are involved in canal rehabilitation work in their canals.
- b) *Transparency & accountability:* Because of execution of physical work, quality supervision & accounts keeping transparency & accountability was developed between the WUA managing committee & the water users, as a result the reliability & faith of the farmers was increased for the WUA.
- c) *Fund raising:* Under our seed production programme farmers were motivated to contribute 10% of the total yield from their seed production plot, which would be deposited in the WUA & can be utilized for the works in distributaries or similar purpose.
- d) *Activating role of Agril Dept:* From the Deputy Director of Agril of Vidisha & Raisen districts the village level agri workers were informed to participate in the managing committee of the WUAs, so that the farmers can get the advantage of various govt schemes & solution to the crop problems. This is as per the PIM act & we tried to activate it.
- e) *Regular meetings of WUAs:* Because of canal rehabilitation works, the no of WUA managing committees meetings is increased. Due to which a better level of understanding & motivation among the WUA managing committees members is maintained.

**I. A Case Study from the Project:** with Cost Benefit Analysis from PIM Project  
Vidisha Mohan Singh of Dhaniakhedi

This is a case study from the Samrat Ashok Sagar Project area Vidisha, where the execution of ICEF WRD PIM Project is going on. The name of the village taken

under this case study is known as Dhaniakhedi coming under Uccher WUA. This village is one among the tail end villages of the project area being located at the tail portion of RBC (Right Bank Canal). A 1.7 km long minor (canal from where water is delivered to fields) irrigates more than 150acre of command area of 20 water user families. Mohan Singh is a progressive farmer having 5 acre of land in this command area.

When the SRIJAN team reached this village in Nov 03, the participation level of farmers in the village meeting was less than 50%, the problems in the minor was prioritized by the water users but the response towards contribution (30% cash @ Rs554/ ha) was very poor. Every one in the meeting was telling that he himself can contribute but what would happen with that if others will not deposit their contribution. Regular follow up continued for some months & no development on the situation was observed.

After one year, when the team was identifying progressive farmers for the demonstration of improved practices of agriculture Mohan Singh showed interest and agreed to pay the cost of seed, the felt probably this is the first sign of contribution from farmers. Later on more farmers wanted to be included under the seed production programme. But it was already late & the farmer identification was completed.

During a monitoring visit to the demo plot i.e at the time of field preparation the irrigation issue was again reviewed by the SRIJAN team & Mohan Singh deposited his share of contribution for canal repair work. Other 5 farmers got motivated after this & the work committee was formed where Mohan Singh was proposed as the leader. In the next day they negotiated with an earthmover owner & distillation work as well as bank raising work was done in the minor with a total value of Rs9600/

And the impact of this intervention benefited Mohan Singh & all the water users of the minor who had not contributed for this.

The evaluated cost benefit is analyzed for Mohan Singh and presented in the table below.

<b>Status of the land &amp; Irrigation before intervention</b>	<b>Intervention</b>	<b>Changes after the intervention</b>	<b>Investment in Rs</b>	<b>Benefit in Rs</b>

A. Waterlogging in 1 Acre where the wheat yield was 1 quintal	Desiltation by 1 foot & Bank raising in the whole minor by Earthmover JCB	A. Waterlogging checked due to no overtopping & the yield became 6 quintal	1108	A. 5Bags xRs700/ =Rs3500/
B. Late irrigation by 20-25 days in 4 acres		B. 15 days early irrigation in comparison to earlier & 15% increased yield		B. 4AcsX10Qx0.15xRs700/ =Rs4200/
<b>Total</b>			<b>Rs1108</b>	<b>Rs7700</b>

## Energy Projects

### *Biomass Energy for Rural India (BERI) Project, Karnataka*

#### **Introduction**

Energy is a major issue facing the mankind in the 21<sup>st</sup> century. India faces a crisis of growing power shortage in rural area. Out of 6.5 lakh villages nearly one-lack villages are not electrified till day. Even though India lives in its villages, we are unable to provide electricity to them. Agriculture continues to be the major source of livelihood for more than 62% of our population, which depends on agriculture and its related activity. But we are not able to provide sufficient electricity for the same.

#### **What is SRIJAN's Role?**

We are responsible for community organization, capacity building, program implementation and facilitation under the project to promote a sustainable and

participatory approach in meeting rural energy needs of village communities through comprehensive and reliable decentralized biomass energy systems, which would be established by the project. This would require extensive community mobilization and organization, building capacity of the community and develop and implement appropriate mechanism for program implementation, management and monitoring of the project activities and other similar activities, which are incidental to achievement of these objectives, including cost recovery for the services provided under the project.

**Area of operation:**

Six villages in Sira taluk of Tumkur District in Karnataka.

**Objectives of the project:**

1. To develop and demonstrate decentralized bio energy technology package for providing quality rural service
  - I. Basic services: lighting, pumping drinking water, coking.
  - II. Economic activity: flour mill, pumping irrigation water and agro-processing.
2. To develop technical, institutional and financial mechanisms to overcome barriers for large-scale adoption and commercialization of bio energy.
3. Reduce green house gas emissions.

**Our vision:**

“Promotion of entrepreneurship and self-reliance through community action and achieving holistic development by sustainable use of available resources”

**Our mission:**

“Fulfilling the energy needs of the people through renewable, cost effective, decentralized, sustainable bio-energy technology structure”.

**Objectives set by the team to implement the BERI project effectively:**

1. Meeting the energy needs of the people through low cost, sustainable biomass energy package and provide 24 hours quality power supply.
2. Cultivate the habit of paying electricity bill
3. Socio-economic and political up-liftment of the downtrodden class of the society.
4. Creation of gender sensitization among the rural people



5. Capacity building of the different community organization for sustainability of the project.

**Strategies adopted for community mobilization:**

- ✓ Training people in different stages for different activities
- ✓ Responding the problems of the people both project and family
- ✓ Conducted need based training programmes – conducted need based training to group members to be able to plan implement and manage the programme.
- ✓ Preparation of model plans on tree based activity to ensure increased productivity in agriculture and allied sector.
- ✓ Organized the training and exposure to improve the skills on income generative activity

**Objectives set by the team after the retreat;**

On 29<sup>th</sup> of October 2003 SRIJAN was signed agreement between BERI-PMU. After the signing the contract we have started our work very seriously. In the time of last year review meeting we had only five-month experience in working with Beri. Today we are almost one and half year old with lot of experience and achievement.

After the retreat we have set up few objectives, which we can achieve in our team within a year.

- Formation of SHG federation.
- Linkage with bank for credit
- Building rapport with government department
- Getting additional programmes for the community (nirmala Grama Yojana, Seri culture – drip irrigation etc.)
- Take up community as well as individual biogas units.
- Cover the as much as house holds in SHG activity
- To cover all the house holds under village bio energy management committee.
- To study the difficulties faced under community biogas units.
- Cultivate the habit to fully depend on biogas for cooking
- Organize the exposure visits to understand the community development programmes.
- Submission of new proposal like tamarind processing unit
- Submission of new proposal to startup gasifier unit
- Community based bore well irrigation programme

- Promoting land based and non land based small scale income generative activity
- To cover 100% house holds under Self help groups

### **Challenges identified by the team to meet the objectives:**

As we are working in only six villages we have not faced that much problems. But there are many challenges to face. In our cluster we have total 44 different people's organisations. In that there are 20 self help groups and 7 community biogas users group are conducting regular weekly meetings. Other 12 groups they will conduct monthly meeting {some time they conduct meeting more frequently -depend on the work}.

*Inadequate fund flow from the organization is another major challenge. Because of this we are unable to organize planned activity on time. Most of the planed activity will be canceled or postponed always. This was questioned by Beri project authorities in monthly review meetings. We don't know how to answer this question.*

### **Approaches and working strategies adopted by the team to fulfill the objectives and overcome the challenges:**

- A monthly work plan was prepared and divided the work among the staff. This was helped lot in weekly staff meeting. If we are unable to do some thing we are able to find out solution for the same in our meeting itself.
- Formation of small groups [4-6 members] to adopt tree based farming activity and key leader's involvement in mobilization of the community
- Celebration of national events -it helped to bring all the people together for sharing their feelings
- Invited government officials to visit project activities.
- Attended government department development meetings
- Identified different successful programmes done by other NGO
- Old SHG's are used to motivate the non SHG members for joining New SHG's.
- Awareness created among the SHG members regarding DCN
- Practical training programme was organized for SHG members before starting the DCN
- On job training programme was organized with the help of Karnataka Forest Department.
- Several awareness meetings was conducted including video show programmme for the farmer
- Regular discussion in core group meeting
- Check measurement committee was organized with the help of VFC

### How far the objectives have been fulfilled.

There was lot enthusiasm in the team to achieve the objective set by us. So every one has taken the interest to achieve the target. Objectives are fulfilled in the most of the cases.

### Achievement

- 11 new self help groups are formed
- 10 groups are identified to link with banks.
- No of people organization in the cluster:

S No	Village	SHG	BUG	VBEMC	VFC	WUA
1	Venktapura	3	1	1	1	1
2	Dasarahalli	3	3	1	1	1
3	Haldodderi	5	1	1	1	1
4	Saupurahalli	2	1	1	1	1
5	Hunjanal	3	1	1	1	1
6	Hettappanahatti	3	0	1	1	1
	<b>Total</b>	<b>19</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>

- No of members involved in different people's organization.

S No	Village	SHG*	BUG	VBEMC	VFC	WUA
1	Venktapura	42	4	52	84	5
2	Dasarahalli	92	9	121	120	8
3	Haldodderi	122	3	191	224	5
4	Saupurahalli	83	3	116	80	6
5	Hunjanal	102	3	151	96	6
6	Hettappanahatti	43	0	122	80	4
	<b>Total</b>	<b>484</b>	<b>22</b>	<b>753</b>	<b>684</b>	<b>34</b>

\*Including old self help groups in the village

- We have mobilized 1977 people as primary members for different people's organization.
- Achievement under SHG
- SHG federation was formed with 20 self help group
- Total no of member of members are enrolled is 313 (in new groups)
- Total savings achieved: 1,66,100.00
- No of loan given so far: 2,31,201.00/ 262 loan
- Loan out standing as on March end: 1,30,626.00

- Loan repaid till date: 1,00,575.00
- Average attendance in the group: 78%
- Target for savings at rate of 10 Rs per week: 1, 60,610.00 (104 %).

### **Community mobilization in land based activity**

- Out of 681 agriculture family we have covered 629 families for micro level planning
- In tree based farming we have mobilized Rs.79, 317/- as a cash contribution.
- The total recovery rate is 98% as on March 2005.
- With the help of KFD self help group raised 185000 seedlings in DCN.
- Seven self help group earned Rs 81,000/- in DCN activity.
- Out of 185000 seedlings we have used 141872 for different TBF activity.
- Out of 681 agriculture family 199 families are covered under TBF activity.
- In agro-horti forestry 5413 grafted seedlings are used for planting (mango, ambla, tamarind and sapota).
- Total 5413 fruit pits are opened.
- Project has paid only 54130 at rate of Rs 10 per pit.
- Labour contribution for fruit pit is Rs 83,901.00.
- 12,411 trenches are opened in the cluster for 206 plots.
- The project contribution is Rs 1,21,007 and 12,411 for trenches.
- But people contribution is Rs 1, 95,473.
- Total coverage of agriculture land is 203.73 acre and 245 plots.
- For TBF land based activity project contribution is Rs. 1, 75,137.00 and labour contribution is Rs. 27, 79,374.00 that is 1:16 ratio.
- The average Trench per acre is 60. (60 cmt). So far only 8 form ponds are dugged in the cluster. And 37 farmers are adopted vermi compost.

### **Community mobilization for community Bio Gas unit.**

- Six BUG's were formed covering 22 families in five villages. In these BUG regular weekly meetings and savings are conducted. To reduce the cooking gas and time 15 families are received the pressure cooker with 50% subsidy by the project. For cooker beneficiaries contributed Rs. 370 per family.

### **Other general achievement:**

- We are able tap 12 toilets from taluk panchyath.
- No of training conducted for VFC, BUG and SHG to understand better about their functioning. Four training modules are developed for Tree based training programme

- Groups account training programme was conducted for SHG to understand better about the accounting procedure. No of income generative activities are identified and few land based income generative programmes are implemented. Five women are started vermin compost as an income generative activity.
- No of exposure visits are organized to understand better about the programme in related to TBF, BUG, DCN, etc.

### **Failures**

- We are unable to keep our promise with the villagers many times. As we unable to get fund on time. Number of exposure visits are postponed or cancelled.
- Major areas of satisfaction/dissatisfaction for the team in terms of performance. Till date we have not faced any problem in community biogas. But still we have a doubt that till where there unit will run.
- In the tree based forming we are unable to pay to the farmer on time. Because of forest department intervention it was taken lot of time to pay them for the project work.
- In BUG the production of dung varies season to season it effects the production of the gas. In agriculture season farmers are taking the animal to the field.

### **Lessons learnt from the experience? Which strategies have worked and which have not worked.**

- Village dynamics in different levels
- Political issue is the major hindrance for the development programmes.
- After attracting the community we must work according to our promise.
- Community will observe us in each and every stage
- People will observe us about our commitment

### **Strategies are worked for community biogas**

- Awareness for about the health.
- Cultivating the habit of fully depend on biogas for cooking
- Attracting through pressure cooker.
- Importance of slurry for agricultural inputs
- Conducting regular meeting for savings for future maintain of the plant.

### **Strategies not worked for community biogas**

- The production of dung varies season to season it effects the production of the gas
- In agriculture season farmers are taking the animal to the field
- 6 cmtr Plant is too big for 3 families.

#### **Progress in terms of no of new villages entered**

- As project is limited to only six villages of sira taluk we are working only in these villages. We are not extended our activity to other villages.
- NO of groups formed:
- So far we are able to form 20 SHGs, 7 community biogas units, 6village forest committees,6 Village bio energy management committee, and 6 water users associations.
- No of sub projects are passed:
- We are able to get only two small projects, that is pressure cooker for biogas users group and double drum for the tree based farming. Other than this we have submitted gasifier proposal. As it is passed by the Programme management unit.

#### **Investment made by the donor/funding agency:**

- April 2004 to march 2005 funding agency is provided only Rs 906850.00 for Srijan under Biomass Energy for Rural India Project. In this we have spent more amounts for salary and travel allowance for the staff. We are unable to spent full budget for the mobilization work. Especially training and exposure visits.
- For people organization 16, 07,600.00 are invested by the funding agency. People have contributed in cash 96,867.00 and in labour they have contributed Rs. 27,79,374.00.

#### **Major events organized:**

This year we are able to organize few activity that is;

- TBF training programme for all the cluster NGO's in Hettapanahatti village. In that day 38 professional and 13 government officials and 87 villagers are trained.
- Cooker distribution programme for biogas users group
- Kissan Samman divas was celebrated with the colebration of KVK Tumkur
- Rural sports day was conducted for SHG members
- Exposure visits are organized for SHG members to understand income generative activity -to SKDRDP Dharmastala

- Exposure visits are organized for tree based farmers to understand the concept of TBF activity.
- Thirty farmers are selected to attend Krishi mela at GKVK Bangalore.

### **SRIJAN HR and OD Initiatives DPIP Rajasthan**

SRIJAN was asked to take up a short-term assignment to improve structural functioning in state and district unit and induce quality orientation. Assignment was to initiate activities that address HR and OD issues. Duration of the assignment was initially March-July 2004 but was later extended to December 2004. While a detailed report has been submitted on all its activities and events, this is the attempt to briefly summarize the whole effort.

**A. Challenges** identified at the time of starting our OD efforts were primarily the following:

- 1) NGOs lacked motivation to continue due to (a) tardiness in processing of CIGs and sub projects, and (b) losses incurred in DPIP implementation;
- 2) Administrative mindset of DPIP leadership and management with focus primarily on the quantitative targets; as a result most NGOs too adopted the same mentality;
- 3) Management style - "Management by circular" rather than that of problem solving and of visiting the field to listen to the implementation issues
- 4) Lack of programmatic experience in rural livelihoods at state and district level management units;
- 5) Rejuvenation of district project management units that were primarily perceived to be obstructive rather than facilitative, and their relationship was adversarial with implementation partners (NGOs);
- 6) Frequent transfers of DPMs as they were themselves not keen to continue in DPIP for long;
- 7) Variable performance of NGOs with many adjusting their behavior to achieve higher targets, while high performing ones feeling constrained in realizing their full potential (their projects outside DPIP did better);
- 8) Little capacity and attitude in CF and other field staff to take up participatory processes such as "wealth ranking", "resource mapping," "group formation", and "livelihoods identification." Training and capacity building effort had been little and felt to be isolated from ground reality.

District trainers were seen to be less experienced than field staff and also pedantic in their approach.

- 9) Though expected to be demand driven, it hardly encouraged innovation.

## B. Strategy

SRIJAN adopted was the following:

- 1) Diagnostic visits to sample districts to get a sense of DPMU's understanding of their role in DPIIP, and their relationship with NGOs in achieving what they were expected to; and to also get a sense of what did NGOs feel. Visits to the field gave us a window into what was being achieved by NGOs.
- 2) District rejuvenation workshops in two sample districts, Tonk and Jhalawar were attempts to create an atmosphere for DPMU and NGOs to understand each other's mutual perceptions, compulsions and deciding on actions to effect change.
- 3) De-briefing state leadership both Principal Secretary and SPD and his colleagues every time we completed a round of work in the field. Debriefing would include observations as well as recommendations.
- 4) A clear focus on building the capacity at the district level. Recruitment of new DPMs that had a development mindset and would serve DPIIP for a longer tenure, was recommended very early on.
- 5) A very clear focus on simplifying and speeding up the work of implementation teams of NGOs, as they are the frontline soldiers of the project, and project's face with community. NGOs had viewed our efforts with cynicism, though their leadership also participated with enthusiasm.
- 6) Programmatic or sectoral focus to bring specificity to discussion of issues.
- 7) Working in close tandem with members of state project management team and World Bank team.

## C. Activities:

Specific events were the following (including those indicated in the above):

**Table 1. Events**

Sl. No.	Events	Dates	Reference to Detailed Report
1	Diagnostic visits to Dausa, Tonk and Rajsamand	March to May 2004	Annexure 1
2	District GO-NGO Collaboration Workshops in Tonk and	June 15-23	Annexure 2, Exhibit 1 (presentation of issues to SPD on 25 May



	Jhalawar		2004)
3	Participation in the World Bank Supervision Mission	July 2004	Annexure 3 Exhibit 2 (presentation to WB Mission and GOR)
4	Meetings with Principal Secretary (RD) and SPD (DPIP)	July 28 and August 19, 2004	Annexure 4
5	Selection of new DPMs and State level Consultants (livelihoods, etc)	18 and 24 August 2004	Annexures 5 and 6
6	Core Thematic Group Workshop at State level (CD of the report has been circulated to all members)	September 27 -28, 2004	Annexure 7 (a). Letter to PSRD and SPD on summary of issues emerging from the CTG workshop Annexure 7 (b) Proceedings of the CTG workshop Annexure 7 (c) Programme Brochure Exhibit 3. Introduction; Exhibit 4. Summary of Issues emerging from presentation on day 1
7	Q&S Meetings at District Level		Annexure 8 (a). Tonk DQST workshop; Annexure 8 (b). Jhalawar DQST workshop
8	Participate in discussions of the World Bank Task Team Leader with SPMU DPIP (October 2004)		Annexure 9. Outline of discussion_October 30
9	Additional Budget for Q*S improvement contract - meeting at district and state level		Annexure 10 (a). Discussion at SPMU level; Annexure 10 (b). Tonk Q*S Contract workshop Annexure 10 ©. Jhalawar Q*S contract workshops

#### D. Impact in terms of Improving Quality and Sustainability

Human resources efforts have primarily been in terms of selection of key functionaries. Four new DPMs have been brought which has visibly improved

the atmosphere and working in these DPMUs including Jhalawar, Rajsamand, and Dhaulpur. Two state level consultants were recruited to work on livelihoods issues.

In terms of institutional and organizational development, the organization of core thematic group workshop has been the most impact making event which made state level officers stakeholders in improving the quality and sustainability of the project on the one hand, and some of the NGOs leadership more pro-active in being part of the change process (this includes GVT, IIRD, Saduguru, PRADAN and SRIJAN's field team). Today Q\*S is an accepted idea in DPIIP and thematic groups on NRM based livelihoods and livestock development have initiated several efforts to promote thematic cluster approach (more details are in the table), and micro enterprise and micro finance are beginning to follow suit. Most concretely, NRM group has invited proposals up to 75 lakh rupees from NGOs (two NGOs, two proposals in each districts). Livestock group has given a green signal to a dairy cluster formation to an NGO with cluster infrastructure of four bulk coolers so as to enable collection of evening milk from far flung villages.

Second ID/OD effort has been the Q\*S contract that is expected to provide additional monetary incentive to NGOs for achieving a specific high-level quality in their groups. Efforts at building consensus on criteria have involved highest level of leadership (Principal Secretary) and SPD on one hand, and NGOs in two districts on the other (these districts are being treated as experimental ground for trying various ideas). Maximum effort (and gain) has been in persuading various state level managers to accept this idea.

Third most significant effort has been regular meeting of district quality and sustainability teams at Tonk and Jhalawar after the initial rejuvenation workshops. Identification of common criteria for assessing Q\*S of their efforts, has sensitized NGOs and latest field assessment of sample groups have made it clear that state leadership is sincere about this issue (since GMs participated in both, and SPD has participated in Jhalawar, and will participate in another one planned for Tonk). DPMs have participated for the entire duration of the October and December meetings. Idea of DQST is slowly sinking in even though with external facilitation.

**Table 2. Impact So Far**

1. Core group promotion	<ul style="list-style-type: none"> <li>▪ Four Core Thematic Groups have been promoted</li> <li>▪ All groups have taken responsibility</li> <li>▪ Started meeting regularly</li> <li>▪ Strategy and innovative project guidelines for new proposals for NRM and livestock developed and orders issued (25 lakh)</li> <li>▪ Proactively identified a few good NGOs for each sector and encouraged them for submission of proposals</li> </ul>
2. District Q*S team in two districts	<ul style="list-style-type: none"> <li>▪ Parameters of quality have been developed</li> <li>▪ Efforts for strengthening of groups initiated by most of the NGOs</li> <li>▪ Thought process for developing clusters have begun in NGOs and some of the clustering initiated (SRIJAN, Sadguru Foundation, IFFDC, GVT)</li> <li>▪ Demand for the thematic inputs from different NGOs emerging (SHG in Jhalawar, cluster federations in Jhalawar)</li> <li>▪ Intensive training module for CF developed and resource institutions identified by DPIP for each district</li> </ul>
3. New DPM selection for longer tenure and bringing development experience	<ul style="list-style-type: none"> <li>▪ Work has been expedited and intensified</li> <li>▪ Adopted Q*S approach and follow-up initiated</li> <li>▪ New potential activities for experimentation identified and adopted</li> <li>▪ Frequency of field visits by DPM has increased in both the districts</li> </ul>
4. Appointment of thematic consultants at SPMU	<ul style="list-style-type: none"> <li>▪ Consultants have joined and initiated exploration in the field (developments in stoneware and carpet making Dausa)</li> <li>▪ Working on new approach initiated like in Micro Enterprises.</li> <li>▪ Opportunities being explored for new buy back opportunities</li> </ul>
5. Incentivising Q*S through additional NGO contract	<ul style="list-style-type: none"> <li>▪ Work on modification of Contracts has begun (more understanding need to be built)</li> <li>▪ SPM is following it up personally</li> <li>▪ Field visits of SPM has increased</li> </ul>
6. Document best practices	Projects identified and documentation is planned
7. Exposure to successful sites	One exposure to GVT and IFFDC projects by DPMU and few NGOs in Jhalawar

8. Evidence that 10 to 15 innovative projects could be promoted through more experienced NGOs	Three projects have already been identified in Tonk and Jhalawar and similar numbers in other districts and work is on for formulating projects
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**E. Recommendations.** In the following we outline unfinished business and make our recommendations.

**E.1 Organisational Structure (state).** Enhancing programmatic capacity at the state would imply the following: (i) Appoint Consultant (Micro-finance) to anchor the Micro Finance Core Group activities as there is no one to do it at present; (ii) Perhaps it would be useful to appoint a consultant (goat husbandry) so that large number of goats could be saved and be converted into an asset for rural poor. Currently there is not much support or guidance to NGOs on this count; (iii) re-look at the task being given to consultant (gender) and this be integrated into various thematic group so as to address the issue how women are being empowered in programmes - livestock is a clear case where this could be achieved; (iv) M&L state level manager should look at the issue of learning from the field (as today he is focused on MIS) and thus be part of thematic groups that are to enable documentation of best/worst practices. Consultants' performance review should take place against their annual or quarterly plans and their compensation should be enhanced on an annual basis if performance is found to be good.

**E.2 Organisational structure and capacity (district).** (i) To enhance programme management capacity, exposure visits to selected DPIP's and NGOs must be organised without delay. (ii) There is an urgent need to look at the roles and functioning of each district manager and their contribution to speeding up field implementation rather than in following procedures. It would be practical to start this in one or two specific districts first, identify key constraints and come up with recommendations; (iii) It would be useful to develop six monthly goals for each district unit along four key themes - namely - NRM based livelihoods, Livestock, Micro finance, and Micro enterprise, even if they are aggregates of NGO goals - and identify DPMU's role in providing support where NGO staff cannot do things on their own. The support could be of two types. One, administrative type - for example, if land records are required for NRM based livelihoods, DPMU could request the district collector and SDMs to organise camps where patwaris could be invited to help out specific CIGs. Two, programmatic support. Bank linkage is going to be important for groups in

livestock where the contribution rate is high and CIG members are going to moneylenders. DPMU could work with DDM, NABARD, lead bank, and district collector to organise bankers' meeting; (iv) Performance criteria for district unit should be both quantitative as well as qualitative and this be developed; (v) Along with NGOs and DRDA, district livelihoods vision should be developed. In this process it would be strategically useful to involve political representatives particularly the MLAs and MPs.

**E 3. Business Process Engineering.** Although the record of SPMU and many DPMU has improved remarkably on this count over last six to eight months, there is a dire need to look in depth as to (i) which paper requirements are essential and which are not; (ii) whether CIGs needs to be approved separately or straightaway both CIGs and subprojects could be approved; (iii) whether current incentive of Rs. 500 for sub project sanction or training person is being utilised well or there are malpractices in it; (iv) why certain experienced NGOs should not be brought into the process of sanctioning sub projects (if CAPART and DPIP MP can do it why not DPIP Rajasthan); (v) why certain resourceful NGOs be not given an additional role to support other NGOs in programme implementation (support need to be specific and be defined on case to case basis).

**E 4. Incentives to NGOs.** (i) We feel strongly that incentives must be given to those who strive hard to achieve better quality and sustainability in their field project interventions. It would be useful and fairer to make it open to all, even though criteria could be developed so as to prioritise more capable ones (say whose 50% or more groups fall in A category at least). (ii) Additional Q\*S contracts must be issued within next month or so as many big NGOs have made up their mind to leave DPIP. (iii) Process of assessing group quality has to be rapid, economical and fair – peer review system seem to fit the bill.

**E5. Improving Q\*S.** It should consist of two approaches – one, broad sweep of the state, and two, intensification in two districts to yield results in shorter time (there isn't much time anyway).

- 1) State level enabling efforts. State level core thematic group activity must be continued and be taken up more regularly, micro finance and micro enterprise CTGs need to show results; and TOR and budget be allocated to all CTGs for holding meetings, exposure visits and undertaking documentation of best practices (at a higher level than Rs. 300 to 500 currently being offered to NGOs). (ii) A challenge fund be set up to promote innovation in all districts, it could be of the order of Rs. 1 crore. Guidelines need to be developed for administering the same and we recommend that this money should be given to the NGOs rather than to the CIGs. Perhaps a Development marketplace kind of methodology

could be adopted. It should be an yearly event. (iii) DQST need to also have a clear TOR, budget and roles of anchors who facilitate this.

- 2) Intensification of Q\*S in two districts should be pursued in specific thematic areas and with specially selected NGOs that have certain internal capacity. There is a need to identify activity clusters with NGOs and for each such cluster gaps need to be identified in terms of backward and forward linkages, cluster infrastructure, institutional structure (federation or producer company, or any other), micro finance, and business plan. Capacity building support such as in planning, market studies, convergence with government departments or partnership with private sector, training in para professionals need to be identified and provided for with budgets and timeline.

**E 6. Capacity Building.** A management development programme (MDP) needs to be put in place for district level managers and leaders of NGO field teams (currently called DPCs). It would include both HR aspects as well as livelihoods promotion and institution building aspects. Another set of modules need to be developed for Community facilitators. Over a period of time, third client would be leaders of groups and federations whose capacity building will be most critical element in ensuring sustainability. A fourth client is going to emerge if we follow Q\*S approach for thematic clusters and that is going to be paraprofessionals or village level service providers - examples are SHG Munshis or accountants, para vets, and so on.

**E7. Need to develop MIS** for (i) managing business process load efficiently (NGO staff spends enormous amount of time on paper work) and (ii) MIS is likely to be needed to monitor performance of cluster level programmes that include regular transactions (best examples are SHGs and dairy).