

**Chapter-IV**

**Institutional Arrangement and  
Organizational Set-up for  
Watershed Development Programmes**

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### **Institutional Arrangement and Organisational Set-up for Watershed Development Programmes**

The integrated watershed development and management has today emerged as cornerstone of rural development in the dry and semi-arid region of India. The Indian Council for Agriculture Research, ICAR became institutionalized in the form of The National Watershed Development Programmes for Rainfed Areas 'NWDPRAs' in 1990.

Based on the recommendation of the technical committee on drought prone area and desert development programme, headed by C.H. Hanumantha Rao, The Ministry of Rural Development (MORD) Government of India in the year, 1994, formulated common guidelines for watershed development programmes.

The Ministry of Rural development along with Ministry of Agriculture MOA, Government of India also launched a new initiative in (2000) as National Watershed Development Programme for Rainfed Area under the Ministry of Agriculture. The revised new guidelines known as 'Watershed Area for Rainfed Agricultural System Approach, 'WARSA' – 'JANSABHAGITA' revised guidelines (2000).<sup>1</sup> To make the watershed programme more participated and equitable these guidelines came into effect first time in 2001, which allowed the participation of NGOs as programme implementation agency PIA. These common guidelines issued by the Ministry of Rural Development were radically altered and redefined and re-used under the name 'Haryali' in 2003. The period (1995-2001) saw the

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<sup>1</sup> K.J. Joy, et. al "*Watershed Development Review Issues and Perspectives,*" Re-Orienting the Watershed Development Programmes in India, A CISED Technical Report (ISEC) Campus, Bangalore, Dec. 2004, p. 1.

implementation of first generation project under the Ministry of Rural Development and National Watershed Development for Rural Area (NWDPRRA) on a very wide scale.<sup>2</sup> The country has made significant investment in this approach. It is estimated that since mid- 1990's a total of Rs. 2400 Crores has been spent annually on watershed development in the country. In the next 20-25 years, Government of India has a target of treating 63 million hectares with an estimate of Rs. 76,000 crores.<sup>3</sup>

Today, the integrated watershed development programmes are being implemented in the rainfed area, drought prone area, desert area, non-forest, watershed area of the country. Almost, all the State government are involved in these programmes. These programmes are being funded and sanctioned by Central Government through various ministries and departments at national, state and regional level. Some foreign agencies like the World Bank and Indo-German-Bilateral Agency also funded the Watershed Project in the country. Therefore, the programme supported by these ministries under two sets of revised guidelines 2001, and Haryali 2003 make the advent of a new era and might be deemed the second generation of watershed development.<sup>4</sup>

The overall institutional and organisational arrangement for watershed development programmes at various levels from centre to watershed level is discussed as under:

#### **4.1 National Level**

The Ministry of Rural Development, Government of India is the nodal agency in the overall planning and implementation of watershed development programmes in different area of the country. The Ministry of

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<sup>2</sup> *Ibid.*

<sup>3</sup> K.Gopal Iyer and Upendra Nath Roy, "*Watershed Management and Sustainable Development*," Kanishka Publisher & Distributor, New Delhi, 2005, p. 97.

<sup>4</sup> *Ibid.*, p. 125.

Rural Development adopted the watershed approach in 1984 and started programmes in 22 locations in different parts of the country. The Ministry started various watershed development programmes, with Indian Council of Agriculture Research, in the form of National Watershed Programmes for increase in agriculture production. The Ministry plays very significant role in planning and sanctioning the various watershed programmes in the country and has the coordination with other ministers and department involved in watershed programmes.<sup>5</sup>

#### **4.1.1 The Union Department of Land Resources (DOLR)**

The Department of Land Resource was setup in April, 1999, under The Ministry of Rural Development Government of India. It acts as nodal agency in the field of land resource management. This ministry and department also act as national watershed agency, with its main function being to pool the resources together from different programmes and departments and make it available to the state level agency. The Ministry of Rural Development and Department of Land Resources, sanction the watershed project for the whole country on the basis of norms for prioritisation of area.

The department plays facilitating role in evolving programmes and to establish meaningful relationship between the local administration and people at grass root level.<sup>6</sup>

#### **4.1.2 National Wasteland and Watershed Development Board**

National watershed development board also plays a very important role in the planning and execution of watershed programmes. It was established to put wasteland to sustainable use and started various watershed

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<sup>5</sup> *Ibid.*

<sup>6</sup> Ministry of Rural Development, Government of India Guidelines for Watershed Development, Revised (2001), 24 August, 2001, p. 1.

programmes under the overall guidelines and direction issued by the Ministry of Rural Development.<sup>7</sup>

#### **4.1.3 Ministry of Agriculture (MOA)**

The Ministry of Agriculture Government of India in collaboration with Ministry of Rural Development and Department of Land Resource implemented various watershed programme under the new guidelines named – Watershed Area for Rainfed Agriculture System Approach – “WARSA – JAN SABHAGITA”. This is a common approach agreed upon by the Ministry of Agriculture and Ministry of Environment and Forest. The Ministry of Agriculture has started National Watershed Development Programmes for Rainfed Area NWDPRAs in the county.<sup>8</sup>

#### **4.1.4 Ministry of Environment and Forest**

To enrich the content of the watershed programmes, along with various ministries and department, Ministry of Environment and Forest sanction watershed programmes under the guidelines issued by the Ministry of Rural Development. The ministry has started various programmes like Joint Forest Management ‘JFM’ for the conservation and protection of forest in many parts of the country. This ministry also implemented various programmes for sustainable eco-system development. Beside, these institutions, the other institutions which are very important for the successful implementation of watershed development programmes are: Department of Horticulture, Department of Rural Development, Department of Forest,

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<sup>7</sup> Shivani Dharamranjan, *“NGOs as Prime-Mover-Social Action for Social Development,”* Kanishka Prakashan, New Delhi, 2007, p. 198.

<sup>8</sup> Revised Guidelines (2001), Ministry of Rural Development, Government of India, p.1.

Krishi Vigyan Kendra (KVKs), Farmer Training Centres (FTCs), Non-Government Organisations (NGOs) at National, State and Watershed level.<sup>9</sup>

## **4.2 State Level**

At State Level also there is a unified, independent agency – A state watershed agency its main function include receiving the funds from centre and pooling them with the resources available at the State Level and set up a watershed development fund, and disburse fund from the WDF to district watershed agency and monitor the functioning of district watershed agencies.<sup>10</sup>

The other institutions that play vital role in the watershed development programmes at state levels are as:

### **4.2.1 Department of Rural Development**

The Department of Rural Development at state level act as Nodel agency in the planning and sanctioning of the watershed programmes on the direction and guidelines issued by the Government of India time to time. The Ministry of Rural Development in collaboration with various others departments like agriculture, horticulture and forest at State Level play an important role in the functioning of watershed development programmes.<sup>11</sup>

### **4.2.2 State Watershed Development Committee (SWDC)**

SWDC is another important agency at State Level to ensure coordination among various government department/institutions and NGOs. A state watershed development committee is constituted under the Chairmanship of Additional Chief Secretary/Agriculture Production

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<sup>9</sup> *Ibid.*

<sup>10</sup> K.J. Joy, et al, *op. cit.*, p. 93.

<sup>11</sup> Revised Guidelines (2001) for Watershed Development, Ministry of Rural Development, p. 6.

Commissioner, Development Commissioner, Secretaries and Head of Department of Rural Development, the other members of this committee are from the Panchayati Raj Institution PRIs, Forest and Soil Conservation Horticulture, Agriculture and State Remote Sensing Centre, Schedule Caste and Schedule Tribe, NGOs working in the field of watershed development programmes, and women are the members of the committee. The committee may meet twice to monitor, review and evaluate the implementation of watershed development programmes.<sup>12</sup>

### **4.3 District Level Agency**

To ensure coordination at district level during the functioning of watershed development programmes, the following are the institutions involved in the watershed development programmes

#### **4.3.1 District Watershed Development Committee (DWDC)**

The District Watershed Development Committee is constituted under the Chairmanship of Zila Parishad or District Rural Development Agency as the case may be. The committee consists of Chief Executive Officer, or Project Director, in the planning and implementation of watershed projects, one representative of state remote sensing centre, one member from relevant research and training institutions in the district, one NGO representative and two women worker, one prominent social worker. The District Watershed Development Committee advise and assist the DRDA on matters regarding selection of Programmes Implementation Agency and members of water watershed development team. The committee also approve the detailed action plan for watershed project in the district, it meet at least once in a quarter and review the progress of watershed development project. It assists in resolving the management and administrative problems. DRDA is fully

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<sup>12</sup> *Ibid.*, p. 7.

responsible for implementation of the project. The CEO/ZP/PD/DRDA maintains the account of watershed development project and audited statement of accounts and programmes, reports.<sup>13</sup>

#### **4.4 Role of Panchayati Raj Institution (PRIs)**

The Panchayati Raj Institution have to play a very crucial role in the implementation of watershed development programmes according to the new Haryali Guidelines (2003). The Zila Parishad at district level, the Panchayat Samiti at block level and Gram Panchayat at Village level have very important role to play in watershed development programmes. Whenever, the DRDA has been made responsible for implementation of the watershed programmes, the chief executive officer of Zila Parishad is a member of district watershed development committee. The PRIs have the right to monitor and review the implementation of the watershed programmes and provide guidance for implementation of these programmes.<sup>14</sup>

#### **4.5 Role of Block Level and Field Level Agency**

The watershed development programmes are administered by Zila Parishad ZP and District Rural Development Agency DRDA, under the supervision and guidance of State Government and Government of India. However, the project at field level is implemented by Project Implementation Agency 'PIA' is decided by DRDA. Those projects implementation agency may be "Watershed Committee", "Jalagam Vikas Sangh" or "watershed NGOs", under the overall supervision and guidance of DRDA and Block Development Office BDO. The Block Watershed Committee also play important role in the implementation of watershed

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<sup>13</sup> *Ibid.*

<sup>14</sup> *Ibid.*



development programmes at field level or watershed level under the overall supervision of DRDA and Block Development Office.<sup>15</sup>

#### **4.6 Project Implementation Agency (PIA)**

The PIA preferably selected from Panchayati Raj Institution, Government Department, Government Organisation, NGOs, registered under the Society Registration Act, 1860 the corporate societies, or any other special statute, Zila Parishad or DRDA may implement project through a combination of Government and Non-Government organisation. The PIAs normally assigned 10-12 watershed project covering an area from 5000-6000 hectares. The PIA engages a four member watershed development team.<sup>16</sup>

#### **4.7 Watershed Development Team**

The PIA carries out its duties through multidisciplinary team designated as the watershed development team. The watershed development team consist of 4 four members each from discipline of Forestry, Science, Animal Sciences, Agriculture is created at PIA/Block, head quarter, and any other town nearest to the cluster of selected villages.<sup>17</sup>

#### **4.8 Watershed Association (WA)**

The watershed association is constituted under the Society Registration Act 1860. The Watershed Association meets at least twice a year to approve the watershed development plan, monitor and reviews its progress, approves the statement of its accounts, formation of user groups and self-help groups, resolve difference and dispute between different groups amongst the members of SHGs and UGs. It also create watershed development fund, nominate members of watershed development committee

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<sup>15</sup> *Ibid.*, p. 8.

<sup>16</sup> *Ibid.*, p. 9.

<sup>17</sup> *Ibid.*

from amongst the SHGs and UGs. The watershed association consists of people from different castes and categories of farmers and women of the villages. The watershed association elects its president, secretary and members.<sup>18</sup>

#### **4.9 Watershed Committee**

The watershed committee constituted out of the members nominated by watershed association from amongst the User Groups and Self-Help Groups, Gram Panchayat and members of watershed development team. It is a coordinating body, the watershed committee carries out day to day activities of watershed development project. The watershed committee consists of 10-12 members who are nominated by the watershed association. The watershed committee is responsible for coordination and liaison with the gram panchayat, the watershed development team, the ZP/DRDA/Block development office, for the smooth implementation of watershed projects. The watershed committee meets at least once in a month.<sup>19</sup>

##### **4.9.1 Watershed Secretary and Volunteer**

Each watershed development project or watershed committee has watershed secretary engaged by the watershed association. He must be a matriculate from the same village during the project period. He will work under the direct supervision of Chairman of the watershed committee and is responsible for managing the meeting of watershed association/watershed committee and for carrying out all their decisions. He maintains the record of project activities and proceedings of the meetings. He also maintains the accounts. The two volunteers assist the watershed secretary.<sup>20</sup>

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<sup>18</sup> *Ibid.*, p. 10.

<sup>19</sup> *Ibid.*, p. 11.

<sup>20</sup> *Ibid.*

## **4.10 Community Organisation**

The participatory Rural Appraisal (PRA) is one of the most important exercises in watershed development projects before finalizing the action plan. The watershed is selected after the PRA and with greater participating response. After sanction of project, the watershed development team visits the watershed areas and organizes various self-help groups and user groups. After this some entry point activity EPA can be taken up by PIA directly. These activities can be at village level, school, panchayat building, community house, village path repair and renovation of some building. The entry point activity can be taken out of the grant available for community organization.<sup>21</sup>

### **4.10.1 Self Help Groups (SHGs)**

The self help groups are constituted by PIA in the watershed area with the help of watershed development team. These groups are homogeneous groups having common identity who are dependent on the watershed area such as agricultural labours, landless persons, women, shepherds, schedule castes, schedule tribe around 50% percent of villagers who are directly or indirectly dependent on the watershed generally are evolved as members of at least one self-help groups<sup>22</sup>

### **4.10.2 User Groups (UGs)**

The PIA also constitutes user groups in the watershed area with the help of watershed development team. These groups are homogeneous groups, who may be most affected by each work/activity and include the persons having land holdings within the watershed area, each user groups consist of persons who are likely to drive direct benefits from a particular

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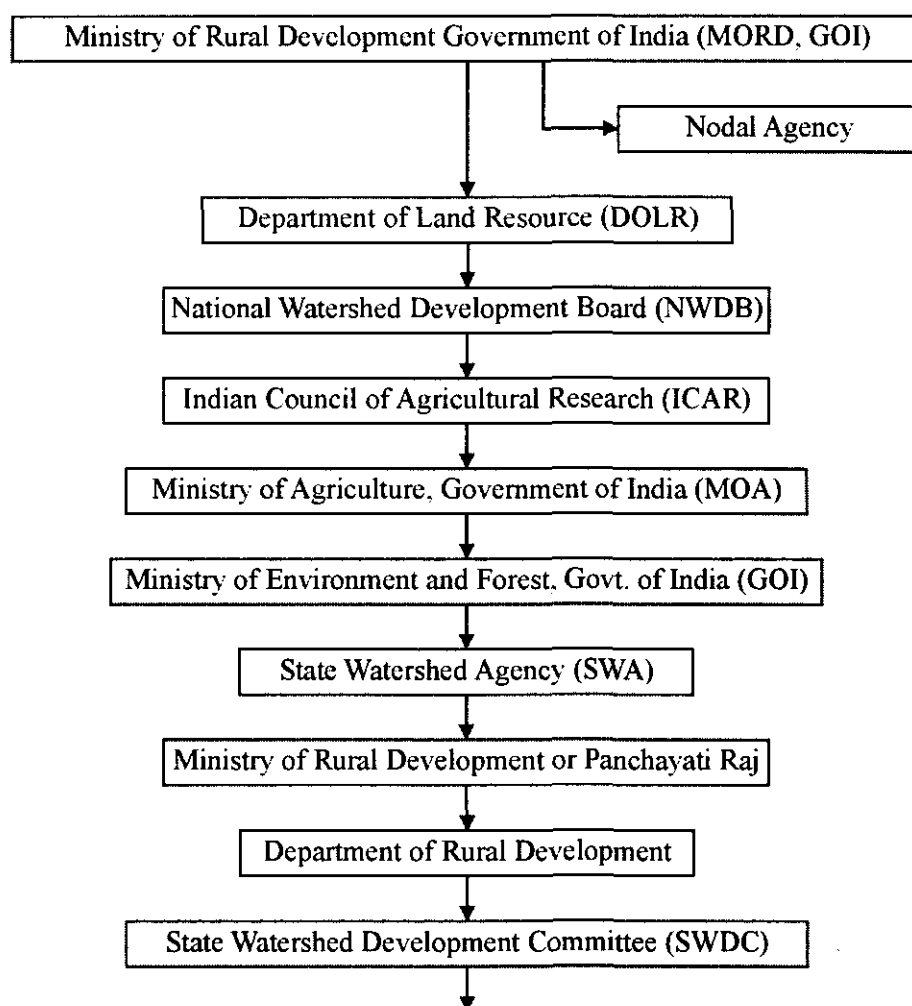
<sup>21</sup> *Ibid.*

<sup>22</sup> *Ibid.*, p. 9.

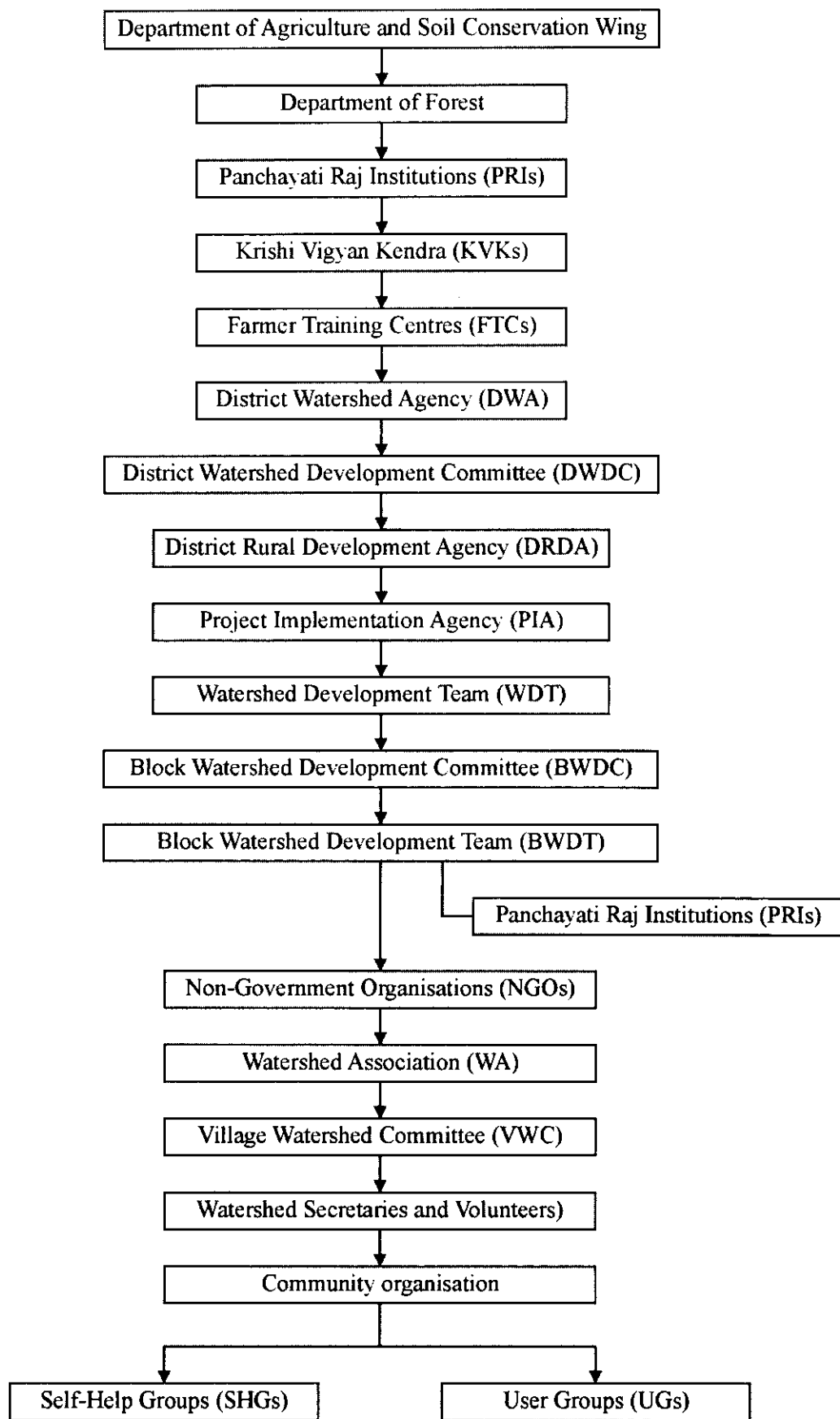
work or activities undertaken by watershed development programmes.<sup>23</sup> The overall institutional arrangement and organizational structure involved in watershed programme is given in the Chart-I.

Institutional arrangement or organizational structure that are common to most government initiated watershed development programmes are summarized as in Chart-I:

**Chart-I : Institutional arrangement or organizational structure for watershed development programmes**



<sup>23</sup> *Ibid.*, p. 10.



Source: Revised Guidelines (2001) of Government of India Ministry of Rural Development and Department of Land Resource, pp. 5-11.

#### **4.11 Institutional arrangement or organizational set-up for Watershed Development Programmes in District Solan**

The recommendation of technical committee headed by Prof. C.H. Hanumantha Rao, 1994 on watershed development programme and the revised guidelines 2001, for watershed development programmes recommended the role of various Governmental and Non-Governmental Organisation NGOs, in the monitoring, planning and implementation and evaluation of various watershed programmes at district, block and watershed level. The role and composition of these agencies are summarized below:<sup>24</sup>

##### **4.11.1 District Rural Development Agency (DRDA)**

Community Development Programmes has been substituted by Integrated Rural Development Programmes which is being executed by Department of Rural Development, Himachal Pradesh. There are various other programmes, like Swaranjayanti Gram Yojana, Jawahar Gram Samridhi Yojana, Indira Awas Yojna and most popular and current Integrated Watershed Development programmes and Integrated wasteland programmes now, are implemented by district rural development agency. The composition of various agencies in watershed programmes is summarized below:

- The District Rural Development Agency Solan is the overall incharge of planning, implementation, monitoring and evaluation of the programmes in the district with the help of its sub-ordinate staff. District Rural Development Agency has a governing body which includes the following officers and representatives as chairman, Secretary and members as shown in the Chart-II:

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<sup>24</sup> Guidelines for Watershed Development Programmes, (GoI), 1994, Ministry of Rural Development Report on 'IWDP' DRDA, Solan, 1988-89, p. 25.

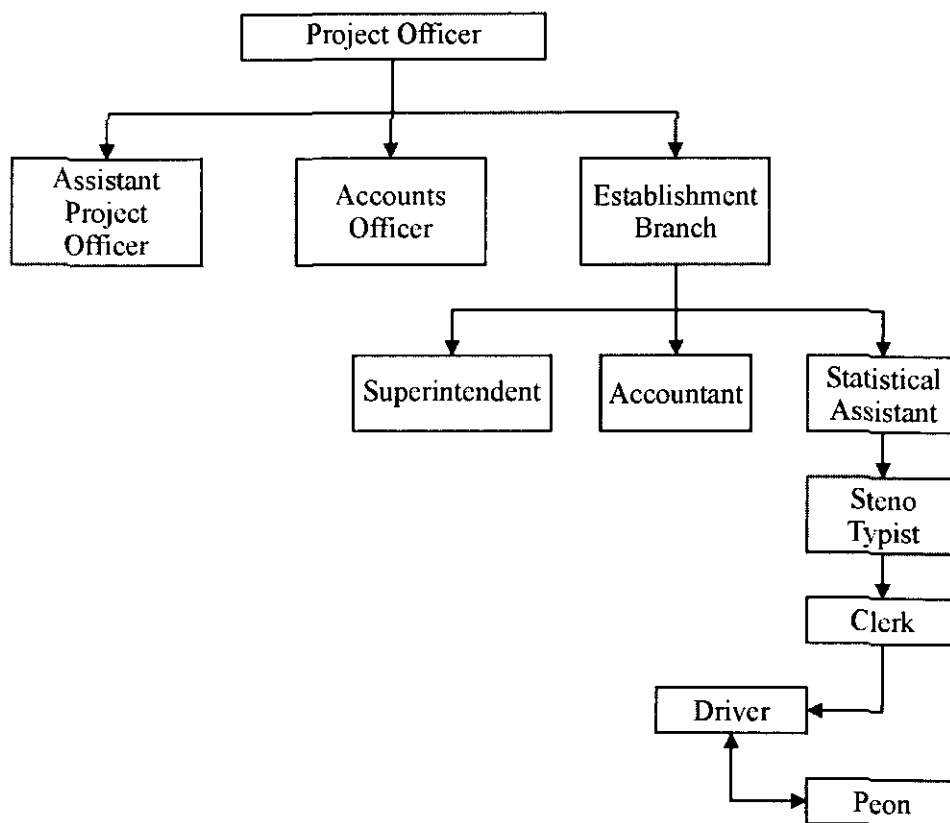
**Chart-II : Composition of Governing Body of District Rural  
Development Agency**

Deputy Commissioner	Chairman
Project Officer	Secretary
Executive Engineer P.W.D. Solan	Member
General Manager, District Industries Centre, Solan	Member
Lead Bank Officer	Member
Deputy Director, Agriculture	Member
Deputy Director, Horticulture	Member
District Employment Officer	Member
District Coordinator Punjab National Bank, Solan	Member
Assistant Conservator of Forest	Member
Assistant Panchayat Officer	Member
Block Development Officer (Solan, Kandaghat, Dharampur, Kunihar, Nalagarh)	Member
All MP's and MLA's of the district	Member
Representatives of NGOs	Member
Representatives of Schedule Castes	Member
Representative of Urban Local Bodies	Member
Account Officer	Member

*Source:* District Rural Development Agency, Solan.

The Chairman of DRDA is empowered to form an executive committee to assist DRDA. The executive committee consists of all district level officers and others officers deemed essential for planning and implementation of the programmes. The governing body of DRDA meets once in a quarter and the executive committee once in a month. Project officer DRDA, Solan is assisted by 3 Assistant Project Officers, one Accounts officer and other administrative staff at district level, at Block level, Block Development officers (BDOs) are looking after the activities of DRDA. There are also extensions officer of different field such as agriculture, horticulture, industries, panchayats and at the village level Panchayat secretaries. Project Officers, DRDA is responsible for all the activities of agency with the assistance of various officials as shown in the Chart-III:

**Chart-III**  
**Organizational Structure of District Rural Development Agency Solan**  
**Himachal Pradesh**



Source: District Rural Development Agency, Solan

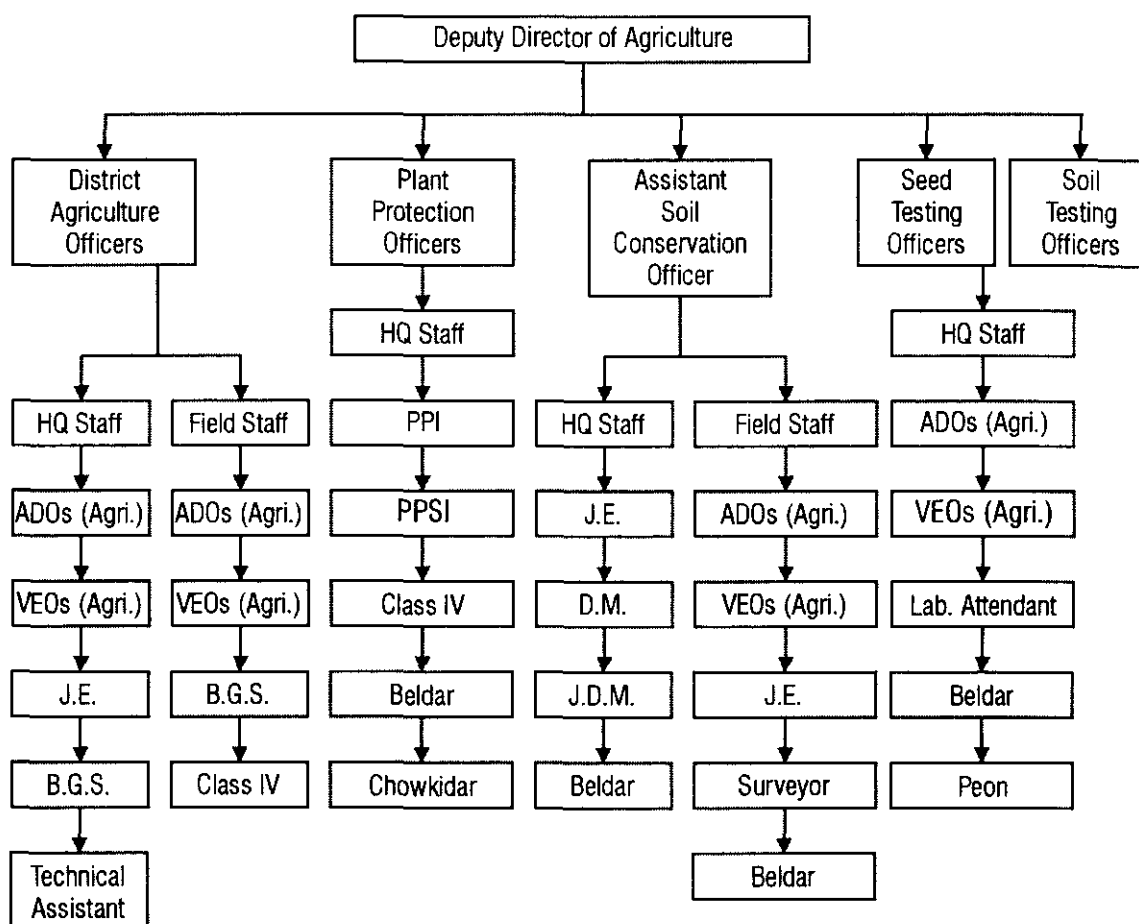
#### **4.11.2 District Agriculture Department**

District agriculture department in Solan is run by Deputy Director Agriculture. He is further assisted by District Agriculture officer and plant protection officer, Assistant Soil Conservation officer and seed testing officer. The district agriculture department, Solan is responsible for all agriculture extension work in the district. There are two wings under department of agriculture, head quarter staff and field staff. The head quarter staff consists of three Assistance Development officers Agriculture, two Village Extension officers. There is also one junior Engineer (J.E) and Bio-Gas-Supervisor. The field staff consist of Ten Assistant Development officers Agriculture, posted at Block head quarter who are responsible for agriculture extension works in their respective blocks. These agricultural development officers are assisted by fifteen Village Extension Officers. District Plant protection officer makes available plant protection material lunches plant protection campaign in the district and provides technical



assistance to the official at block head quarter and to farmers by conducting plant protection camps. The Assistant soil conservation officer, Solan, looks after the work pertaining to soil conservation on agricultural land by providing irrigation schemes to the farmers' construction water channels, and ponds so as to save the land from soil erosion. The organizational structure of agriculture department in district Solan is given in the Chart-IV.

**Chart-IV**  
**Organizational Structure of District Agriculture Department, Solan**  
**Himachal Pradesh**



ADO (Agri.): Assistant Development Officer; Agriculture  
 VEO (Agri.) : Village Extension Officer: Agriculture  
 PPI: Plant Protection Inspector  
 PPSI: Plant Protection Sub-Inspector.  
 J.E. : Junior Engineer  
 B.G.S. : Bio Gas Supervisor  
 D.M. : Drafts Man  
 H.Q. : Head Quarter

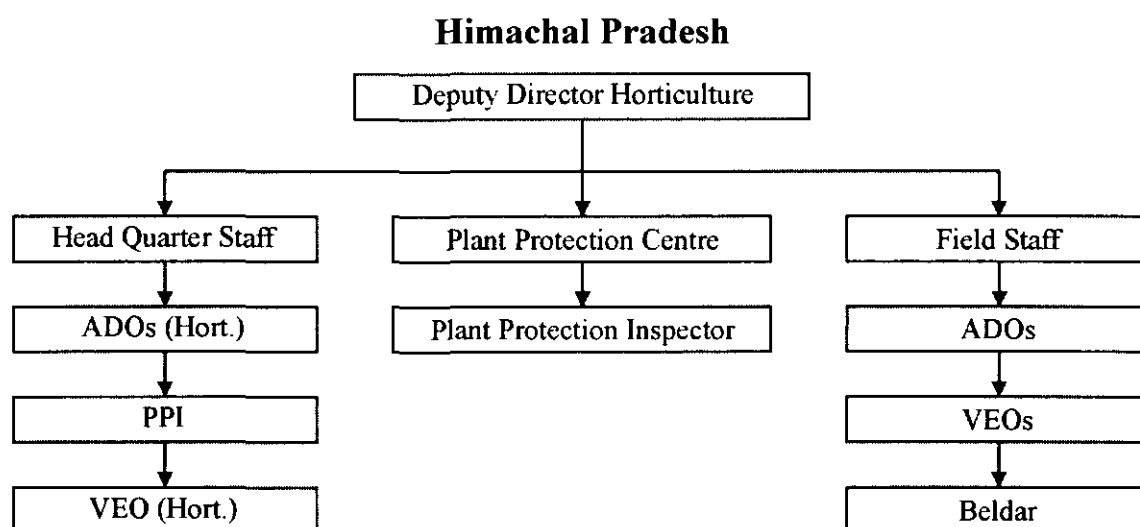
Source: Deputy Director, Agriculture Office, Solan

### 4.11.3 District Horticulture Department

The horticulture department came in to existence in 1972 since, then the department has played very significant role in economic upliftment of the farmers in the district by promoting, horticulture activities. The horticulture department of Solan district is under the Deputy Director of Horticulture, who runs extensions works and management of plant protection centre, sub-centres management of programme-cum-demonstrations orchards and development of horticulture with in district respectively. The organizational structure of District Horticulture department is shown in the Chart-V:

**Chart-V**

#### **Organizational Structure of District Horticulture Department, Solan**



ADO: Assistant Development Officer (Horticulture)

PPI: Plant Protection Inspector

VEO: Village Extension Officer Horticulture

*Source:* Deputy Director, Agriculture Office, Solan

Deputy-Director Horticulture is further, assisted by the three types of staff as shown in the chart. At head quarter level, assisted by 3 ADOs (Hort.), one PPI and one Village Extension officer, who are engaged in their respective field. Besides, this, there is one plant protection centre in Solan district and PPC is under the charge of plant protection inspector. The

horticulture extension work assisted by 14 Village Extension officers, horticulture who are skilled grafter and are expert in their field. Watershed development programmes are executed by the District Rural Development Agency, Solan. The Deputy Commissioner is the Chairman of DRDA. The District Rural Development Agency is further assisted by various department and staff as mentioned earlier. These departments includes: Department of Agriculture, Horticulture, Soil Conservation and extension wing of Horticulture and Forestry University Nauni, Solan, also play the role of assisting and advisory body.

The Monitoring and evaluation work is done by the staff posted for the purpose at DRDA level under the supervision of project Director/project officer DRDA. The post of Assistant project officer, monitoring and planning has also been created at DRDA level in accordance with the guidelines of Government of India.<sup>25</sup>

#### **4.11.4 District Watershed Committee (DWC)<sup>26</sup>**

The District watershed committee consists of chairman, Deputy Commissioner Solan, and other 15-20 members as the part of district watershed committee. The monthly meeting of committee is held at district level to review the performance and for providing guidelines for effective implementation of the watershed development programmes.

The other members of the committee are Project Officer DRDA, Sub-Divisional Officer concerned, Divisional Forest Officer, Deputy Director of Horticulture, District Animal Husbandry Officer, Assistant Soil Conservation Officer, Assistant Project Officer M&P DRDA, Block Development Officer concerned, Head of the Department of Soil Sciences, Nauni (Solan), Director of Agro-Forestry Nauni, Project Director, Kandi

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<sup>25</sup> Guidelines of Watershed Development Programmes, (GOI) 1994, Ministry of Rural Development Report on IWDP, DRDA, Solan 1998-99, p. 25.

<sup>26</sup> *Ibid.*

Project, Solan, Project Officer, Him Urja, Solan, Assistant Project Officer, IWDP Kandi, Solan. The members of NGOs, Local MLAs and progressive farmers are the members of the district watershed committee. The watershed programmes are made to be people's programmes through motivation of the progressive people and the devoted organization of voluntary nature and through maximum participation of local people. The organisational structure of watershed committee at district level is given in the Chart-VI.

**Chart-VI**

**Organizational structure of watershed committee at District level**

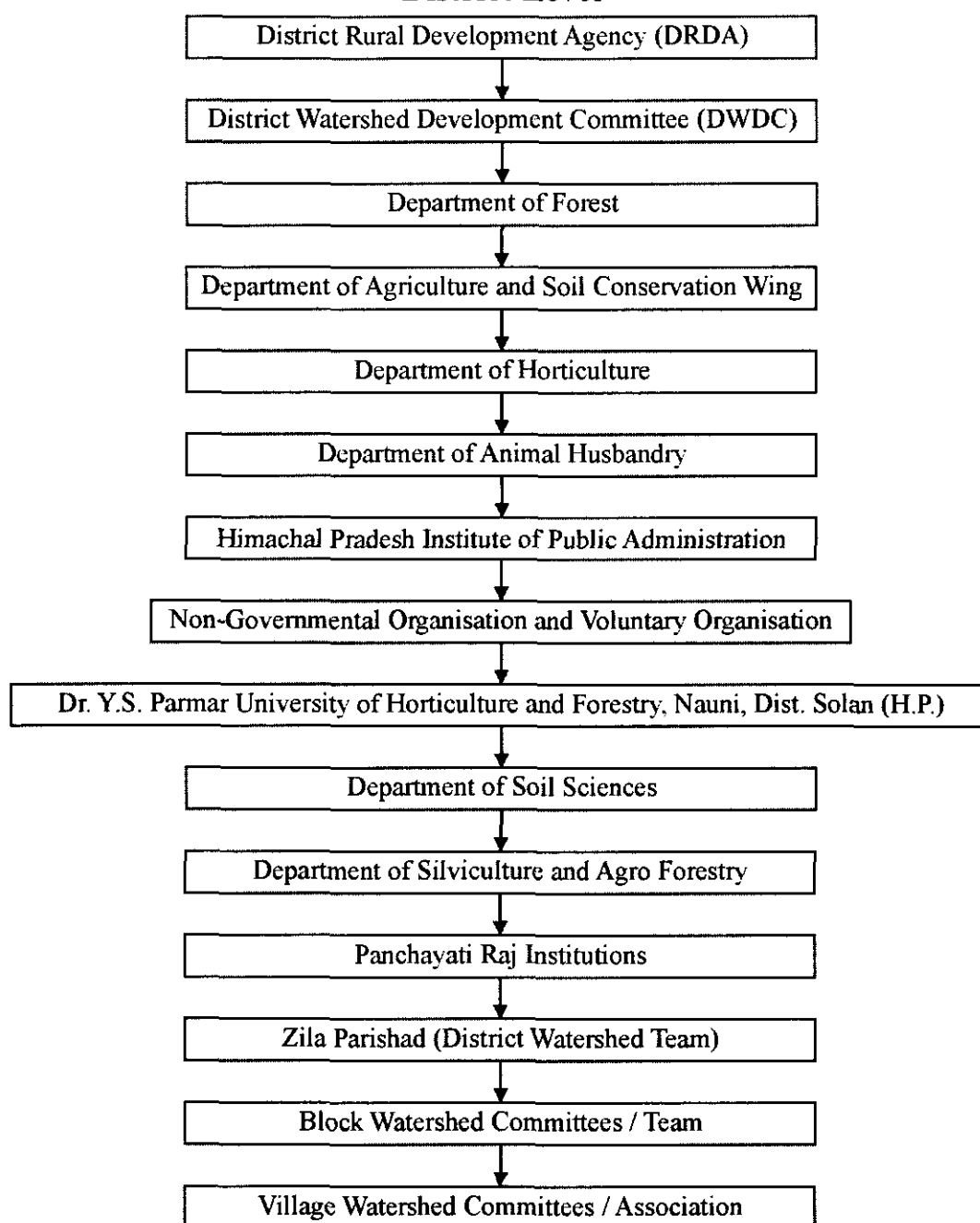
S.No.	Name of the Official / Non Official	Designation
1.	Deputy Commissioner	Chairman
2.	Project Officer, DRDA	Member Secretary
3.	Sub-Divisional Officer (concerned)	Member
4.	Divisional Forest Officer (concerned)	Member
5.	Deputy Director of Agriculture	Member
6.	Deputy Director of Horticulture	Member
7.	District Animal Husbandry Officer	Member
8.	Assistant Soil Conservation Officer (C)	Member
9.	Assistant Project Officer (M&P), DRDA Monitoring and Planning	Member
10.	Block Development Officer (concerned)	Member
11.	Head of Department of Soil Sciences, UHF, Nauni, Solan	Member
12.	Director of Extension Education, UHF, Nauni, Solan	Member
13.	Head of Department of Silviculture and Agro Forestry, UHF, Nauni, Solan	Member
14.	Project Director, Kandi Project, Solan	Member
15.	Project Officer HIMURJA Solan	Member
16.	Assistant Project Officer IWDP, Kandi Project	Member
17.	Local MLA's	Member
18.	Representative of NGOs	Member
19.	Progressive Farmers (nominated)	Member
20.	Others	Member

*Source:* District Rural Development Agency, Solan.

To maintain the effective coordination among various departments of the Government at district level, for the effective and successful implementation of watershed development programmes the, maximum

departments and local institutions have been involved in these programmes. There are many government departments which provide technical assistance and training to the NGOs and people involving in the implementation of watershed programmes. The organizational arrangement of Government organization (GO) and NGOs is given in the Chart-VII.

**Chart-VII**  
**Institutional Arrangement for Watershed Development Programme at District Level**



*Source:* District Rural Development Agency, Solan

#### **4.12 Institutional Arrangement or Organizational Structure for the Watershed Development Programmes in Kandaghat Block**

The Ministry of Rural Development and Department of Land Resource, Government of India forwarded the revised guidelines 2001, for the watershed development programmes suggested the role of the following institutions in the planning and implementation of watershed programmes at block level and watershed level.

The District Rural Development Agency, DRDA Solan administrator the watershed development programmes and the Block Development Officer BDO Kandaghat is the Project Implementation Agency [PIA]. The programmes at the field level are being implemented by the Jalagam Vikas Sangh, the local watershed NGO with the help of local people.

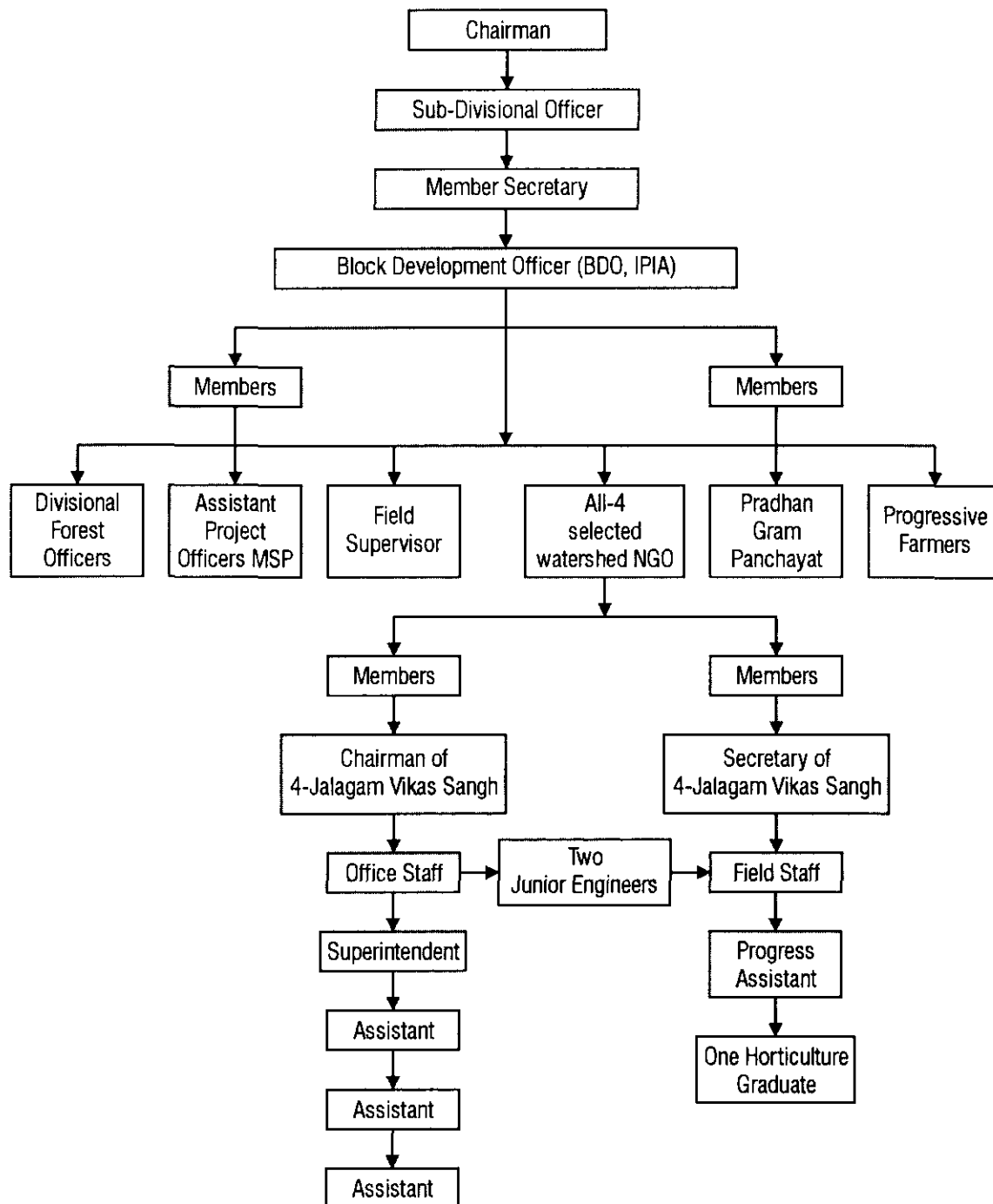
##### **4.12.1 Watershed Development Committee at Block Level<sup>27</sup>**

The Block Watershed Development Committee (BWDC) has been constituted under the chairmanship of Sub-Divisional Officer concerned for the proper planning, and implementation and evaluation of the watershed programmes sanctioned by the State Government or DRDA, Solan. The Block Development Officer, Kandaghat is the member secretary. Beside, these officers, the other members of the committee are Divisional Forest Officer, Assistant Project Officer, Monitoring and Planning, Field Supervisor, Pradhan Gram Panchayat, NGO representatives, progressive farmers are nominated as the members of the Block Watershed Development Committee. The organisational structure of watershed development committee, Kandaghat block is given in the Chart-VIII.

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<sup>27</sup> Report on Mid-Term Evaluation of Watershed Projects, IWDP Solan–III and DRDA Solan and Kandaghat Block, pp. 5-6.

**Chart-VIII**  
**Organizational structure of Watershed Development Committee at**  
**Block Level, Kandaghat**



*Source:* Block Development Office, Kandaghat

Report on Mid Term-Evaluation of watershed project (IWDP- III) Solan, Kandahghat, (2004-05). pp. 5-6.

#### **4.12.2 Watershed Development Team (WDT)<sup>28</sup>**

Watershed development team has been constituted in Kandaghat block. It has two Junior Engineer (JE) one Horticulture Graduate. The Junior Engineer (JE) of WDT and Horticulture Graduate have been imparted short duration training in the institutions associated with watershed programmes located inside as well as outside the state. The horticulture graduate is looking after afforestation work. He has also been deputed to see some plantation operations during the plantation session he has also been sent to Kandi project in Nalagarh in district Solan. Moreover, the member of watershed development team have perfect interactions with the local functionaries of the line departments like forest, horticulture and agriculture.

#### **4.13 Jalagam Vikas Sangh / Watershed NGO<sup>29</sup>**

The Watershed development Sangh has been constituted in all the selected watershed NGO-IWDP Solan-III. The total membership of this Sangh is 10 to 20. Most of the Jalagam Vikas Sangh have adopted representation of schedule caste and women members and three members from the Gram panchayat. The Jalagam Vikas Sangh meets once in every month in a fixed pre-decided date and the attendance of the members varies from 60 to 80 per cent. All the Jalagam Vikas Sangh have been given the status of Programmes Implementation Agency (PIA) under the overall supervision of Block Development Officer as the head of PIA. BDO also calls monthly meeting of chairperson and secretaries of Jalagam Vikas Sangh at a fixed date.

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<sup>28</sup> *Ibid.*, p.5.

<sup>29</sup> *Ibid.*, p. 6.



The chairman and secretaries of all the selected watershed NGOs a Jalagam Vikas Sangh have received training of about two weeks in watershed management, in the institute located in Maharashtra and Gujrat. They have also received short duration training in Himachal Institute of Public Administration HIPA, Mashobra, Horticulture and Forestry University Nauni, Solan, Forestry Training School Chail and Kandi Project Solan, is also engaged in similar types of watershed activities and visit to the area by the chairperson and secretaries have been very useful.

#### **4.14 User Groups and Self-Help Groups<sup>30</sup>**

The User Groups have been constituted for common assets created in the watershed area. Almost all the beneficiaries have joined to form a user groups. They themselves divide the mechanism of sharing cost of maintenance of these assets and have been made known to their user groups that the complete community work will be operated and maintained by them and they have been found ready for it. The execution of the work has been done through the beneficiaries and the members of the watershed development sangh. Some self-help groups have been formed in the watershed area for the successful implementation of these programmes. In all the selected watershed NGO the self-help group have been formed.

#### **4.15 Community Participation**

The local people have reacted positively by coming forward to work in the watershed activity. Only local labour has been engaged. It is sometimes difficult to get local labour when the villages are fully occupied

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<sup>30</sup> *Ibid.*, p. 9.

in their cash crops and do not have time to work in the watershed project. Therefore, it has been suggested that the watershed activity be planned for execution during the month when the villagers have the minimum activity on their agriculture lands except of course, the plantation works which has to be exercised out at a proper time. The Community work being executed on muster-rolls, the account of persons being engaged on project work is available with the Jalagam Vikas Sangh. All payments are made by the Jalagam Vikas Sangh through the chairman and the secretary.<sup>31</sup>

#### **4.16 Release of Funds on Watershed Account**

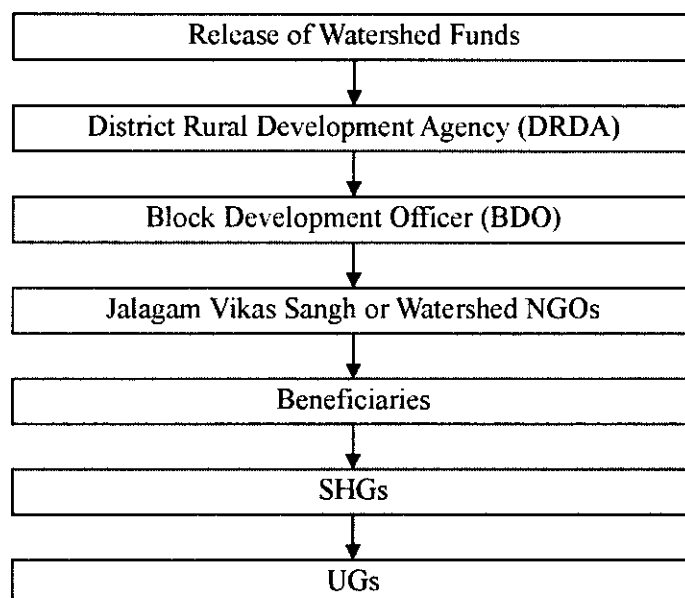
The funds received from the Government of India by the District Rural Development Agency, Solan and are released to Block Development Officer (BDO) Kandaghat (PIA) who is maintaining a watershed development account. The BDO releases the funds of the work component to the account of 'Jalagam Vikas Sangh' in installments. In the beginning only about 90% of the total work amount is advanced to the NGO for the purchase of material and start of work and the balance amount is generally release on completion of the work. Each NGO or Jalagam Vikas Sangh has opened bank account which is jointly operated by the Chairman, Secretary of Jalagam Vikas Sangh and one member of watershed development team, the cheque are signed by all these three. The watershed secretary maintains the account of expenditure and receipts. The cashbook and bills are signed by the chairman of Jalagam Vikas Sangh and sanctioned by the BDO<sup>32</sup>. The Chart-IX shows the flow of funds.

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<sup>31</sup> *Ibid.*

<sup>32</sup> *Ibid.*, p. 8.

**Chart-IX**  
**Flow of Funds**



*Source:* Block Development Office Kandaghat

#### **4.16.1 Watershed Development Funds**

The Watershed Development Fund WDF, account has been opened with the Banks by all the Jalagam Vikas Sangh. The 5 per cent of cost of work on community land is collected as contribution towards WDF from the beneficiaries. The contribution is 10 per cent for works on individual lands.

#### **4.17 Watershed Plans**

The activities to be undertaken during the project implementation have been identified through PRA, participatory Rural Appraisal exercise and, basic survey and often interaction with the villagers. After door to door survey and interaction with the local people, the detailed project report has been prepared.<sup>33</sup>

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<sup>33</sup> *Ibid.*, p. 11.

#### 4.18 Organizational Set-up of watershed NGO in the study area

Modern Society is essentially organizational in nature, with large and complex organizations increasingly dominating every sphere of human activity. The importance of organizations has attracted the attention of a wide assortment of intellectuals for the development of society.<sup>34</sup>

Sound organizational structure leads to proper growth and success of any programmes in the modern state.<sup>35</sup> Organization is an instrument devised to put together people's efforts and material for the fulfillment of some defined purposes of goals.<sup>36</sup>

Every organization has goals or objectives for its existence. These goals can be achieved through sound and suitable behavior of the workers and composition of the organization can be predicted and integrated cooperatively.<sup>37</sup> So organization is a complex pattern of communication and relations in a group of human beings. It is an important part of any entrepreneur. It meets all kinds of human needs, social, economic, emotional, intellectual and spiritual.<sup>38</sup>

A good administrative structure is not only measured by efficiency and effectiveness of its component unit but also with the relationship between the people, work and resources, which ensures smooth superior-sub-ordinate relationships and overall efficiency and effectiveness.<sup>39</sup>

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<sup>34</sup> Davis Kaith , "*Human relation at work*," The Dynamics of Organizational Behaviours, McGraw Hill Book Co., New York, 1972, p. 160.

<sup>35</sup> *Ibid.*

<sup>36</sup> H.A. Simon, "*Administrative Behaviours*," New York, 1947, pp. 102-103.

<sup>37</sup> W.H. White, "*The Organizational Man*," New York, 1956, p. 369.

<sup>38</sup> W. Thornhill, "*Public Administration*," ICSA Publications Cambridge 1985, p. 45.

<sup>39</sup> *Ibid.*

#### **4.19 Organizational set-up of selected watershed NGO-Jalagam Vikas Sangh in the study area**

An attempt has been made in this part of chapter to sketch out the organizational setup of sampled watershed NGO in Kandaghat block of district Solan. The study also deals with the establishment, objectives functions and general profile of each watershed NGO. The NGO-wise detail has been summarized as:

##### **4.19.1 Jalagam Vikas Sangh Ashwani River North-III**

The NGO has been constituted in the year 2001, under Society Registration Act 1860, specifically for the implementation of Integrated Watershed Development Programs IWDP-III in Kandaghat Block of District Solan. The head quarter of the NGO is in village Mahog, 20 kilometers from block Kandaghat. The project under this NGO covered 9 villages and two panchayat, named chail and Jhajja with total area of 615 hectare. The watershed NGO has covered 174 house hold with 61 households as weaker sections and with total population of 831 persons. It has one chairman, secretary and 20 members having two women members. The NGO has created some User Groups and Self- help Groups in the watershed area. The detail of project profile of watershed NGO is given in the Annexure-X.

##### **Aims and Objectives**

Based on the guidelines of Government of India, 1994 and revised guidelines (2001) and 'Haryali' (2003) for Watershed Development Programmes and sustainable development, the aims and objectives of Jalagam Vikas Sangh Ashwani River North-III are as follows<sup>40</sup>:

- To make people aware about watershed programmes.

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<sup>40</sup> Block Development Office, Kandaghat and Field Survey 2009.

- To work for the conservation of natural resources like water, land and vegetation, 'Jal Jangle and Jamin' in the watershed in habiting area.
- To provide training to the local people regarding the implementation and benefits of these programmes.
- To advocate the people towards maximum participation in these programmes.
- To create the employment generation activities to the local community.
- To create awareness about the sustainable livelihood and clean and healthy environment.
- To educate and train the people for self-employment and to get benefit from watershed programmes.

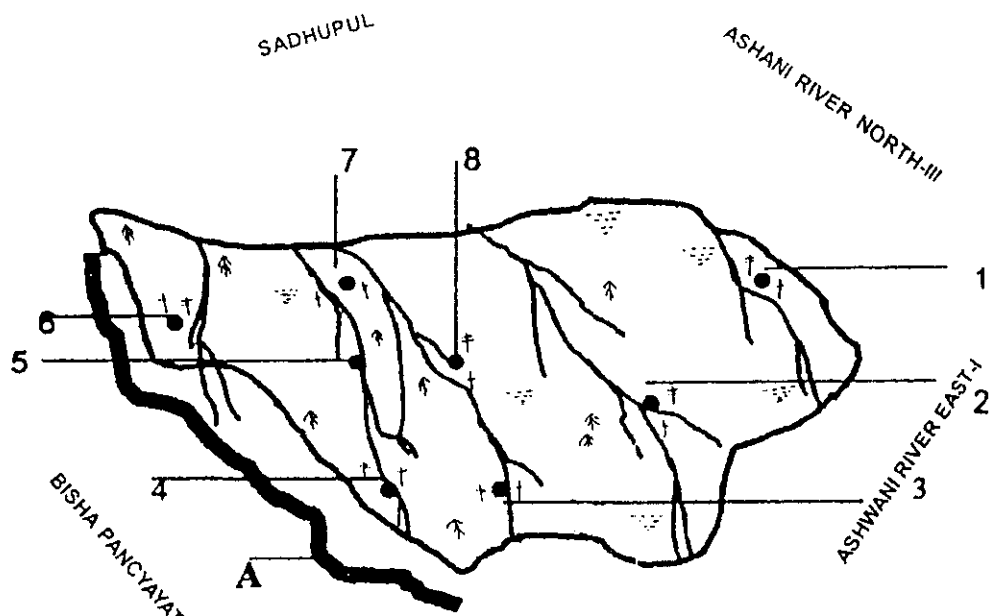
### **Functions**

The NGO has been fulfilling many functions to the local people in the watershed area. The following are the functions of NGO:

- providing vocational training to women:
- Organizing youth leadership training programmes.
- NGOs has also been organizing seminars and workshops for creating awareness about environmental protection and sustainable development.
- To provide awareness about generating local resources for socio-economic development.
- To provide awareness about community participation for the successful implementation of watershed programmes.
- It has been organizing workshops on horticulture programme, mushroom cultivation and poly houses constructions and other income generating activities in the study area.

*Source*: Block Development Office, Kandaghat and Field Survey, (2009).

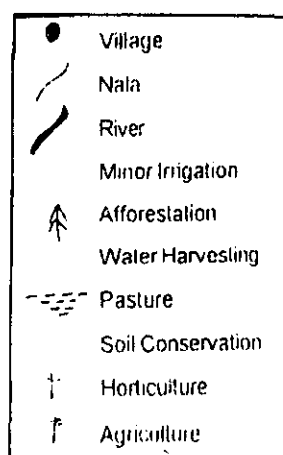
## Map Showing Treatments Ashwani River North-III (2C6C5L1b)



N.H.-22

S.No.	Villages	Census Code
1.	Mihani	(223)
2.	Jajha	(215)
3.	Nayar	(221)
4.	Mahog	(222)
5.	Kathla	(220)
6.	Shakog	(219)
7.	Kodo	(217)
8.	Chabri	(216)
9.	Kohla	(218)

**A = Ashwani Nadi**



Map not to scale, only those villages are shown where watershed activity is being taken.

#### **4.19.2 Jalagam Vikas sangh Ashwani River North-IV<sup>41</sup>**

NGO has been registered under society registration Act 1860 in the year 2001, for implementing Integrated watershed Development programme IWDP-III in Kandaghat Block, Sanctioned by Government of India and State Government. The NGO has been working specifically in the field of watershed programmes and sustainable development. The office of the NGO is in Danghil Panchayat 10 Kilometer from block headquarter. The watershed area under this NGO covered 10 villages and one panchayat with an area about 850 hectares. The watershed NGO has taken 174 households for treatment with 71 households as weaker sections covered total population of 908 persons in the study area. The NGO has one chairman, one vice chairman one watershed secretary and 13 members with two women members. The detail of project profile is given in the Annexure-XI.

#### **Aims and Objectives**

According to the guidelines of Government of India (2001) revised and Haryali "Guidelines (2003) the following are the objectives of watershed NGO:

- To work for the protection of environment in the watershed area.
- To educate and train the people about watershed programmes in the area.
- Introducing relevant measures such as structures and vegetative covers to minimise soil and water loss.
- To educate the people for healthy environment.
- To protect and develop the income gains crops, horticulture, fodder, fuel wood and household products.

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<sup>41</sup> Field Survey 2009.



- To mobilize the people for the conservation of water resources by constructing water tanks, ponds, Johars, and preserve the old Jalashay.
- Organise the people to construct and maintain the Community Bhawan, Old Buildings, Temple and School buildings in the area.
- To constitute the village committee for the implementation of these programmes.
- To develop the dry and pasture land through plantation.

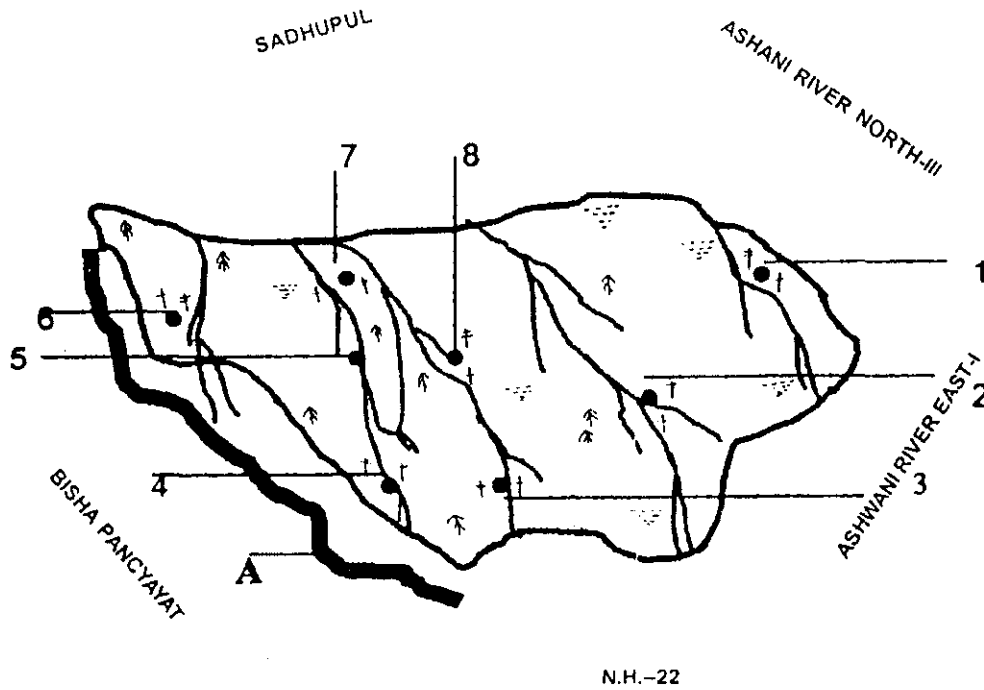
### **Functions**

The NGO has been organizing various awareness camps regarding environmental issues and ecological aspects in the study area.

- The environment conservation and sustainable development is another important programme of this NGO. It has extended its programmes to the local people and schools in the study area.
- The NGO has started the Community awareness camps in the area.
- The NGO has been organizing training camps for the beneficiaries to understand the watershed programmes.
- The NGO has, created some User Groups and Self-help groups in the study area.
- This NGO has been working in developing dry and waste land through plantation and through other horticulture programmes.
- It has constructed various water tanks, ponds and rain water harvesting structures for the conservation of water resources.

*Source:* Field Survey 2009

**Map Showing Treatments  
Ashwani River North-IV  
(2C6C5L1d)**



S.No.	Villages	Census Code
1.	Damdhar	(232)
2.	Bakhore	(231)
3.	Banehar	(230)
4.	Kadala	(226)
5.	Taintu	(28)
6.	Grahin	(227)
7.	Gainti	(229)
8.	Chora	(213)
9.	Anji	
10.	Danghil	

**A = Ashwani Nadi**

	Village
	Nala
	River
	Minor Irrigation
	Afforestation
	Water Harvesting
	Pasture
	Soil Conservation
	Horticulture
	Agriculture

Map not to scale, only those villages are shown where watershed activity is being taken.

### **4.19.3 Jalagam Vikas Sangh Giri River North III-IV<sup>42</sup>**

The NGO has been established in the year 2001 under society registration Act 1860, in Kandaghat Block of district Solan. It has been created for the implementation of integrated watershed programmes IWDP-III in the study area. It has been working in the field of watershed development programmes and sustainable development through these programmes. The head office of the NGO is in village Nagali, 37 kilometers from block head quarters. The NGO has taken 8 villages and one panchayat for treatment, with an area of 584 hectare. The project area under this NGO covered 171 household with 95 household as weaker sections and total population of 926 persons of rural communities.

The NGO has one Chairman, one Vice Chairman, Watershed Secretary and 15 members with two women members. The NGO has also created some user groups and self-help groups in the study area the detail of project profile is given in the Annexure-XII.

#### **Aims and Objectives**

The following are the objectives of watershed NGO:

- To educate and advocate the people about watershed development programmes.
- To implements the watershed programmes in the watershed area started by the Government of India/State Government.
- To construct the small bridges on Nala and Khad.
- To repair the community path (Rasta) in the feeding villages.
- To construct the water Tanks, Ponds, cattle Ponds, Johar to pressure the water.

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<sup>42</sup> Field Survey 2009.

- To promote the holistic and sustainable agro-ecological development involving people's participation.
- To work for protection of land degradation.
- To work for the conservation of natural resources.
- To repair and maintain the local path.
- To develop dry and wasteland through plantation and horticulture work.
- To provide technical training to the people about watershed programmes and environment protection in the area.
- To encourage the people for social forestry and tree plantation programmes, preservation of forest and wild life.
- To provide the training in agriculture and horticulture programmes.

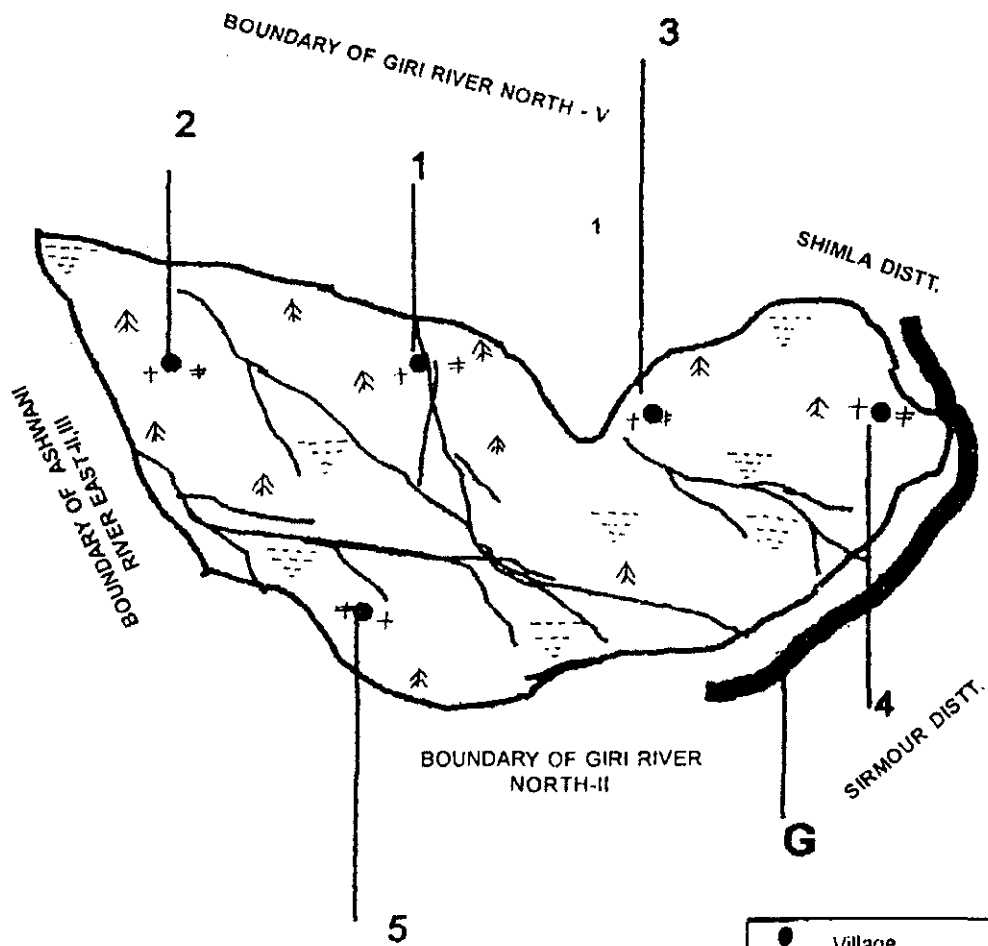
### **Functions**

The NGO has been working in the protection of environment and sustainable development through watershed programmes. The following are the functions of watershed NGO:

- The NGO has been conducting the awareness camps about environment conservation.
- The NGO has created Eco-clubs for generating awareness among local people towards environmental protection and sustainable development through watershed programmes.
- NGO has been working in protecting the wasteland and degraded land through plantation.
- The watershed NGO has constructed various check dams and create wall for the reduction in soil erosion and land degradation.
- It has organized various youth clubs and committees for managing the local functions.

*Source:* Field Survey 2009

## Map Showing Treatments Giri River North-III, IV (2C6C5M1e)



S.No.	Villages	Census Code	Up. Villages
1.	Bhadel	(246)	Karo
2.	Jadiyal	(247)	Narag
3.	Tikkar	(249)	Dhar
4.	Jethna	(248)	Dochi
5.	Nagali	(245)	Telo

●	Village
~	Nala
—	River
—	Minor Irrigation
↑	Afforestation
—	Water Harvesting
—	Pasture
—	Soil Conservation
†	Horticulture
†	Agriculture

**G = Giri River**

Map not to scale, only those villages are shown where watershed activity is being taken.

#### **4.19.4 Jalagam Vikas Sangh Giri River North-II<sup>43</sup>**

The NGO has been registered under society registration act 1860 in the year 2001, for working in the field of watershed development programmes in Kandaghat block of district Solan. The NGO has been active in implementing the integrated watershed development programs IWDP-III in the study area. The office of the NGO is located in village Kanauri, 39 Kilometer from the block head quarter. The watershed NGO has taken 3-5 villages for treatment and one panchayat Nagali. The project under this NGO covered an area of 372 hectare and 80 households, with population of 452 persons and 30 household of weaker sections. The NGO has covered maximum rural population of this panchayat. The NGO has one chairman, one vice-chairman, one watershed secretary and 15 members including two women members. The NGO has created some user groups and self-help groups in the study area. The detail of project profile is given in the Annexure-XIII.

#### **Aims and Objectives**

The following are the objectives of watershed NGOs:

- To motivate the people for construction of Rain Water Harvesting Structure in the watershed area.
- To construct the roads and pucca rasta to the feeding villages.
- To conserve the water through 'Rain Water Harvesting' structure.
- To work for better drinking water and irrigation facilities in the watershed in habiting area through rain water harvesting.
- To work for prevention of the soil erosion and land degradation and protect the Nala, Khad by creating and constructing check dams and create wall.

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<sup>43</sup> Field Survey 2009 in Kanauni, Teli and Kathar Villages.

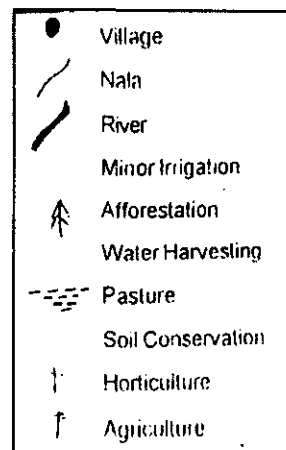
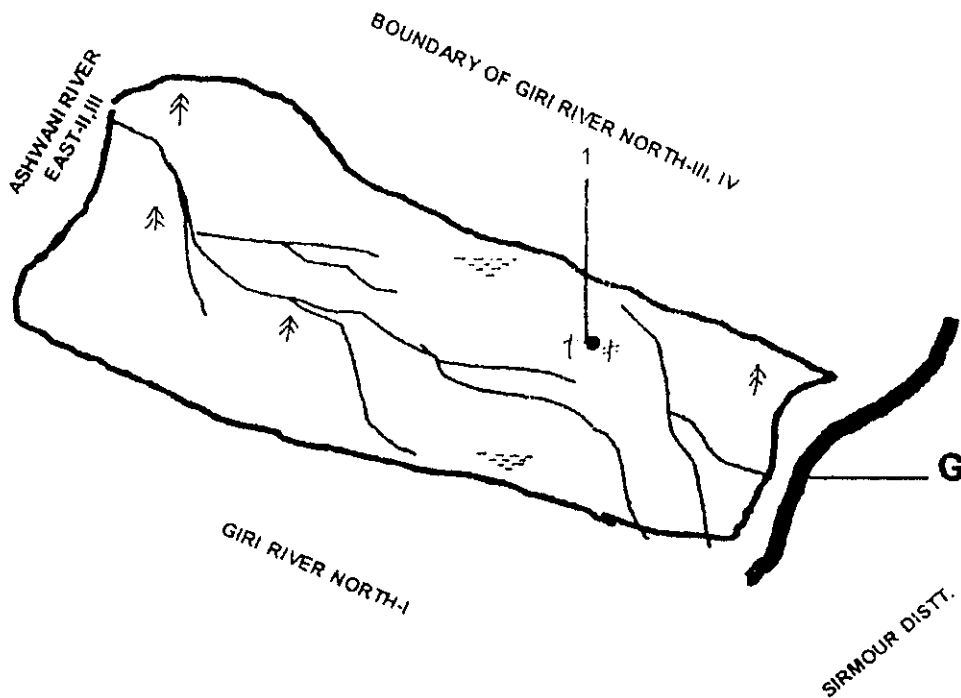
- To develop local level institution to enhance the sustainability of watershed project in the area.
- To maintain the old Bhawan temples and manage the community functions and local functions at their own initiative and through managing committees.
- To train the people for maximum participation and voluntary services.
- To promote economic development and special emphasis to improve the social and economic condition of the people in the study area.
- To provide alternative occupation for sustainable livelihood.

### **Functions**

Under the guideline of Watershed Development Programme (Revised 2001) and Haryali (2003), the NGO has been providing various viable services in the area. The following are the functions of NGO:

- It has motivated and encouraged the local people for the conservation of water through constructing the Rain water harvesting structures, to solve the water crises in future.
- NGO has been educating and advocating the people for maximum participation in watershed programmes.
- It has organized various training camps for improving the agriculture system and improving the cash crop production.
- NGO has motivated and inspired the people towards modern agriculture techniques like poly houses, and horticulture in the area.
- It has been working for better linkage between local people for better voluntary efforts in the watershed programmes.

**Map Showing Treatments  
Giri River North-II  
(2C6C5M1b)**



S.No.	Villages	Census Code	Up. Villages
1.	Kanaudi	(250)	Teli and Kathins

**G = Giri River**

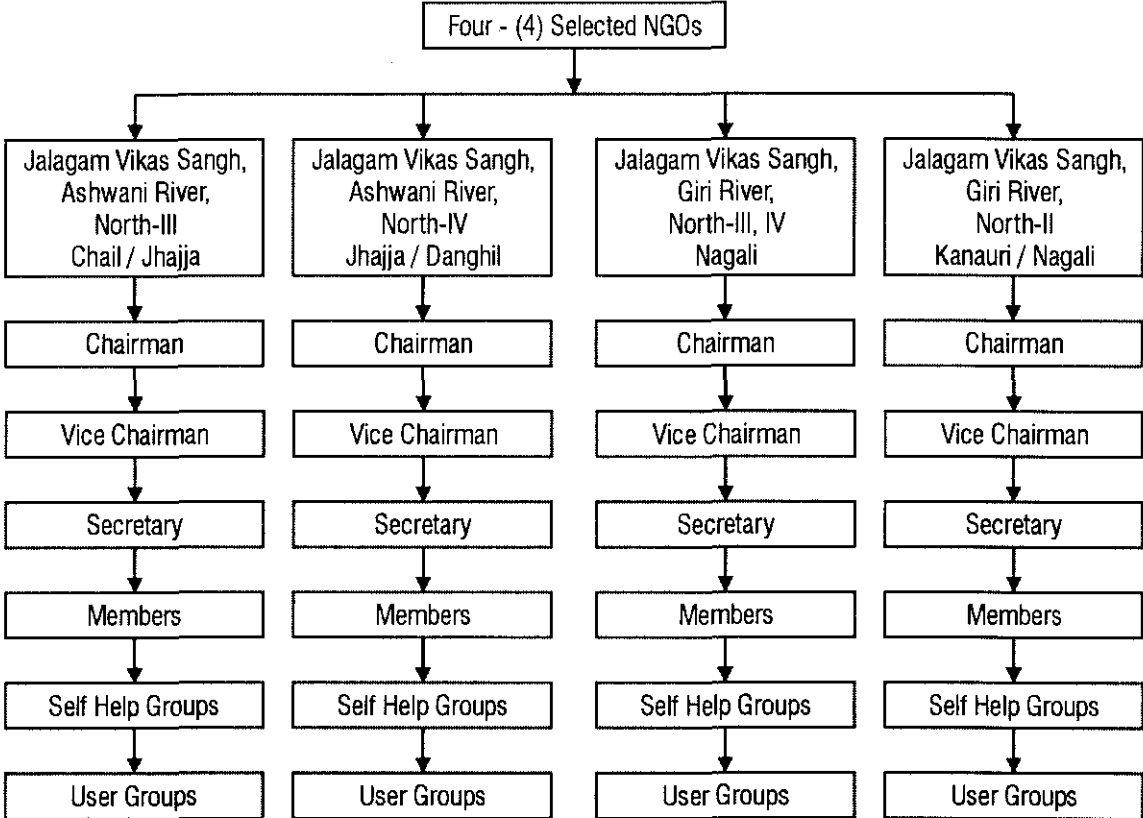
Map not to scale, only those villages are shown where watershed activity is being taken.



Organisational set-up of 4 Selected Watershed NGO/Jalagam Vikas Sangh in Kandaghat Block of District Solan: is summarized in Chart-X:

**Chart-X**

**Organisation Set-up of 4 selected Watershed NGO/ Jalagam Vikas Sangh in Kandaghat Block of District Solan**



Source: Block Development Officer, Kandaghat Field Survey 2009

**4.20 Summary**

The chapter highlights the institutional arrangement and organizational structure for watershed development programmes. It is evident from the present chapter that institutional arrangement and organizational structure of various departments and NGOs are very important for the success story of watershed development programmes. In this chapter, the organizational structure of various line departments essential for the planning and execution of on-going watershed development

programmes at national, state and watershed level has been discussed in detail.

However, the Ministry of Rural Development and Department of Land Resource is the nodal agency in the overall planning and implementation of watershed programmes. But the role of various other ministries such as Ministry of Agriculture, Department of Horticulture, Ministry of Environment and Forest, State Level Agency, District Rural Development Agency, District Watershed Committee, Block Development Office, Block Watershed Development Committee, PRI's, Jalagam Vikas Sangh, NGOs and Watershed Committees, Self Help Groups and User Groups have been playing the vital role in the planning and execution of recent watershed programmes. An attempt has also been made in this chapter to highlight the objectives, functions and organizational setup of grass root level NGOs – Jalagam Vikas Sangh along with their project profile.