CHAPTER-I

INTRODUCTION

This chapter addresses the background of the study, definition and functions of Non-Government Organizations (NGOs), review of literature on NGOs involvement in development, particularly rural development, the meaning and scope of watersheds and finally the statement of the problem dealt with in this thesis and methodology.

1.1 BACKGROUND OF THE STUDY:

Non-Government Organizations (NGOs) in India are primarily pre-occupied in providing to the community voluntary services in the fields of education, health, nutrition, social welfare etc., NGOs are forms of social organizations found in varying degrees, present in most areas of the world both in the past and present. NGOs have played a pioneering role in the field of rural development. Not withstanding their limitations to undertake rural development programmes nationwide, they may contribute their mite by undertaking special projects in selected pockets by implementing them with an element of information and flexibility which is the distinctive feature of their work. Alternatively, they may concentrate on selected rural development activities covering a wide geographical area. They may also stimulate and promote people's participation in governmental programmes and there by play a supportive role in the fields of rural development.

The Government of India after Independence laid greater stress on developing agriculture, since agriculture is the backbone of the Indian economy. Nearly 80 percent of the population lives in villages and depends on agriculture for their livelihood. Indian agriculture in general and dry land agriculture in particular exhibit low production and productivity levels. Out of 143 million hectares of cultivable land in India, major part of it is under dry land conditions. But the contribution of dry lands to the country's total food production is by no means insignificant and about 42 percent of food production is under dry farming conditions.
Population is growing at an alarming rate and the irrigation sources are shrinking. Earlier, attempts were made to develop agriculture particularly in irrigated areas thus creating a large disparity between the irrigated and rain fed areas and the farmers. Green revolution also brought economic disparity between the two.

Soil and water constitute vital resources of the country, which nourish and support plant and animal life. Hence, judicious management of the two resources is a pre-requisite for overall development of agriculture, thereby the development of the country.

Most of the dry lands are highly undulating with varying slopes and are often subjected to severe erosion resulting in depletion of fertility year after year and heavy deposition of silt into the tanks and reservoirs. Weathering of rocky earth crust takes 400 to 1000 years for formation of just 2.5 cms of top soil and if conservation measures are not adopted it will be washed away within few years. An area of about 150 million hectares subjected to soil erosion by water and wind and another 25 million hectares was reported to have been degraded through ravines and gullies, shifting cultivation, water logging, alkalinity, salinity, etc. The soil loss was estimated to be 5334 million tons annually with 29 percent of it being permanently lost to the sea and is adversely affecting the capacity of power generation. Faulty methods of cultivation, overgrazing and deforestation further aggravated erosion problem in dry lands. Improved crop production technologies with efficient utilization of available rainwater play a major role in increasing crop yields in the dry land areas. Hence, many institutes like Central Research Institute for Dry land Agriculture (CRIDA), Hyderabad, International Crop Research Institute for Semi Arid Tropics (ICRISAT), Hyderabad and State Agricultural Universities (SAU) realized the importance of improving productivity levels in dry land conditions.

Government of India had formulated various programmes such as Integrated Dry land Agricultural Development Project (IDADP), Drought Prone Area Programme (DPAP) and Desert Development Programme (DDP) during the period from 1972 to 1977. Government of India had also formulated other programmes such as Basic Minimum Needs Programme (BMNP), Crash Scheme for Rural Employment and Rural Work Programme (CSRE & RWP) to increase the standard of living of the rural poor especially in dry land farming areas. However, these
programmes and other rural development programmes have not improved the overall development of drought affected areas.

Hence, a constant and intensified country wide research over a long time has to be taken up to re-build the hopes of dry land farmers with co-ordination among various development departments with multi-disciplinary approach. Realizing this, Government of India had launched Drought Prone Area Programme (DPAP), National Watershed Development Programme for Rain fed Agriculture (NWDPRA). The objective is to conserve water and sustainable management of natural resources, maintenance of ecological balance, sustained employment and reduction of disparity between irrigated and rain fed areas by improving the production and productivity levels substantially in dry lands. The concept utilizes the conservation of soil, rainwater, vegetation, animal and human resources in a harmonious and integrated manner for the overall development of drought-prone areas. In this context, the planners and scientists at national level have given a serious thought and introduced the concept of development of dry land agriculture on watershed basis, which is basically a geo-hydrologic unit. It can be accomplished with holistic approach and integrated development, arable, and drainage line treatment on watershed basis.

It was also realized that since the task is of enormous dimension, there is a greater need for involving NGOs as they have better acceptability and understanding of the conditions prevailing in the local areas. Thus a collaborative effort was felt necessary for the development of Indian agriculture and to improve the conditions of the farmers. At the present juncture, there is a greater need to understand and analyze the development efforts made by the government as well as the NGOs and their impact on the development of agriculture.

In order to understand the structure and functioning of an NGO, it might be useful to understand what is an NGO and its characteristics.

1.2 WHAT IS AN NGO?

NGOs include groups and institutions that are entirely or largely independent on government and that have primarily humanitarian or co operative rather than commercial objectives. They are private agencies in industrial countries that support
international development; indigenous groups organized regionally or nationally; and groups in villages. NGOs include charitable and religious associations that mobilize private funds for development, distribute food, provide family planning services and promote community organization. They also include independent co-operatives, community associations, water-user societies, women’s groups and pastoral associations. Citizen groups that raise awareness and influence policy are also NGOs.

Characteristics of an NGO

- An NGO is a non-profit making, voluntary, service oriented / development oriented organization, either for the benefit of members (a grass roots organization) or other members of the population (an agency).
- It is an organization of private individuals who believe in certain basic social principles and who structure their activities to bring about development to communities they are serving.
- It is a social development organization assisting in empowerment of people.
- An organization or group of people working independent of any external control with specific objectives and aims to fulfil tasks that are oriented to bring about desirable change in a given community or area or situation.
- An independent, democratic, non-sectarian people’s organization working for the empowerment of economic and socially marginalized groups.
- An organization not affiliated to political parties, generally engaged in providing aid, working for the development and welfare of the community.
- An organization committed to the root causes of the problems trying to better the quality of life especially for the poor, the oppressed, the marginalized in urban and rural areas.
- Organizations established by and for the community with or without little intervention from the government; they are not only charity organizations, but work on socio-economic-cultural activities.
NGOs are also traditionally known as

- Voluntary Organizations (VOs)
- Voluntary Agencies (VAs)
- Voluntary Development Organizations (VDOs)
- Non Governmental Development Organizations (NGDOs)

Following are the schemes in which NGOs or Voluntary Organizations usually participate.

- Age care
- Agriculture
- Animal welfare
- Art and Craft
- Children
- Urban areas and Cities
- Culture and Heritage
- Disability
- Education
- Environment
- Health
- Human Resource
- Rural Development
- Science and Technology
- Tribal People
- Waste Management
- Welfare
- Women Development
- Other Social and Cultural Activities.

1.3 VOLUNTARY ORGANIZATIONS IN INDIA:

Voluntary Organizations are not a new phenomenon and the concept of voluntary action is very ancient. According to Inamdar, “During ancient and medieval times, voluntarism operated freely and exclusively in the fields of
education, medicine, cultural promotion and even acted as succour in crises like
droughts, floods, epidemics and foreign invasions" (1987:422).

In the early years of 19th century, voluntary agencies provided services to the
under-privileged and weaker sections of the society. The areas of operation were
largely in the fields of religion and social reforms. Raja Rammohun Roy (1772 -
1833), Ishwar Chandra Vidyasagar (1820-1891), Sasi Pada Banarjee (1842-1925),
Keshab Chandra Sen (1838-1884), Swami Dayanand Saraswati (1824-1883), Swami
Vivekanand (1863-1902), Mahatma Phule (1827-1888), Pandit Ramabai (1858-
1922), Maharshi Karve (1858-1962), Sir Sayyed Ahmed Khan (1817-1898),
Behramji Malbari (1853-1912) were the people who worked with dedication
towards removal of caste restrictions, improving conditions of widows, women
education, orphans and destitute women etc..

In the latter part of 19th century, Christian Missioners also did pioneering
work in the field of social welfare. They also took interest in spreading education
among women, tribals, and others, and in improving their health and living
conditions.

In the early decades of 20th century, besides relief and rehabilitation
programmes in times of natural calamities like earth-quakes, floods and famines,
NGOs were also engaged in various fields like education, health and labour welfare.
According to Chowdhry, "After Independence, leadership in India was provided by
social workers who had worked under the leadership of Gandhi. As a matter fact,
they were the ones who started the movement of voluntary action, both in urban and
rural areas in the fields of health, education, social welfare, adult education, rural
development etc." (1987:492). The government undertook welfare schemes under
various plans and policies, besides encouraging voluntary organizations to
undertake social welfare programmes under the grant-in-aid programme and set up
autonomous bodies like Central Social Welfare Board, Indian Council of Social
Welfare etc..

Some of the institutions started by Mahatma Gandhi and by the wives of the
officers with the support of the British Government and those started by the Indian
philanthropists, Christian Missionaries, Ramakrishna Mission etc, continued to
function. Although national organizations like Indian Red Cross Society, Young Men’s Christian Association (YMCA), Young Women’s Christian Association (YWCA), Harijan Sevak Sangh etc., were functioning. It was around this time that several all-India level voluntary organizations such as Kasturba Gandhi National Memorial Trust, Indian Council of Child Welfare, Youth Hostel Association, Association of Social Health etc., were set up.

During the latter half of the 1970s, community organizations gained momentum. Also a radical trend emerged, with social action groups taking the view that poverty is a structural phenomenon which had to be tackled head-on through the active mobilization of the rural poor. With liberal foreign funding, social action groups proliferated throughout the late 1970s and early 1980s, and established themselves as the dominant type of NGO in some states, notably Tamil Nadu and Bihar in sharp contrast to the programme-focused approaches which had found favour from the 1960s.

From the mid-1980s, a further trend emerged within the NGO movement, emphasizing the importance of professional approach based on sound management, planning and co-ordination. People’s participation in development was much pronounced in 1980s. A parallel development was the creation of resource agencies which work directly with the poor and also provide support services to other NGOs in the form of training, evaluation and documentation.

In the year 1983 a new organization called Council for Advancement of Rural Technologies (CART) was set up to improve conditions in rural areas. In 1986, CART was merged with People Action for Development in India (PADI) to form Council for the Advancement of People’s Action and Rural Technology (CAPART) and its main thrust was in the areas of employment, income generation, creation of community assets and fulfilment of basic needs like housing and drinking water (Bhatia, 2000).

In 1990s empowerment approach gained momentum. NGOs began to perform advocacy and lobbying in order to meet the challenges and threats of macro forces towards the rural poor and marginalized. As NGOs have grown in size and influence, their activities have brought them into closer contact with the
Government. The NGOs are recognized by the government in rural reconstruction work. They received explicit recognition from the government in the latter half of 1980s. The Seventh Five Year Plan (1986-1990) emphasized the involvement of voluntary agencies in various proposed projects. The Eighth Plan further gave credit to NGOs and encouraged them to participate in the innovative projects like Agro Climatic Regional Planning (ACRP), the watershed development project under DPAP etc. The Ninth Plan envisaged involving NGOs right from the planning process. In 1999 the SGSY scheme had been launched merging various Rural Development Schemes like IRDP, JRY etc., Group-lending remains the major thrust. As NGOs have done pioneering work in SHG promotion, they are being extensively involved in influencing the SHGs.

1.4 REVIEW OF LITERATURE:

A brief review of previous work done on various aspects of voluntary organizations and watershed management is presented under the following heads for convenience.

Studies on NGOs:

In India and abroad, several studies have been made on voluntary organizations working in urban as well as rural areas. Much of the literature on voluntary organizations in Indian settings has come from traditional social work.

Many of the Anthropologists, Sociologists and Political Scientists are engaged in the study of the voluntary organizations. Unfortunately, communication among the disciplines about their findings has been far from adequate.

Michael Banton’s essay (1957) on the Anthropological Aspects of Voluntary Associations notes that “Voluntary Associations become more common and significant as societies advance in technology, complexity and scale”. According to Banton, the associations function as a means of “organizing people in order to achieve new ends, such as the raising of capital, the regulation of prices and the provision of extra labour.
David Sills, a sociologist, emphasizes the latent functions as opposed to the
manifest functions of voluntary associations and distinguishes between the functions
of associations for individuals and those for society. David Smith has also reviewed
the contributions of formal voluntary organizations for society, attempting to fit his
analysis into a Parsonian framework. He asserts that the organizations perform a
role in each to Talcott Parsons four structural—functional categories of analysis,
thus contributing to societal goal attainment, integration, pattern maintenance and
adaptation.

The civic culture study which is based on over 5,000 interviews conducted in
the United States, Great Britain, Germany, Italy and Mexico carried out by political
scientists, Gabriel Almond and Sidney Verba (1963) suggest that differences in the
political culture and socialization experiences of the citizens account for differences
in the amount, kind and effects of voluntary participation in nations which are
equally urban in character. For example, fewer Germans than Americans belong to
organizations and of those who belong to a significantly smaller percentage of the
Germans are active participating members (46 percent of the Americans compared
with 16 percent of the Germans are active).

Smith and Freedman (1972) have made an extensive review and critique of
the literature on voluntary associations. They find that researchers are primarily
interested in just a few topics. Theories of the origin, orientations and functions of
voluntary associations, the number and types of such associations in various
communities, nations or populations and the number and characteristics of
participation in such associations.

The agencies and institutions like National Institute of Rural Development
(NIRD), National Institute of Public Cooperation and Child Development
(NIPCCD), Association of Voluntary Agencies for Rural Development (AVARD),
Gandhi Peace Foundation and Gandhian Institute of Studies have prepared profiles
of 41 leading Voluntary Agencies of various types in 1971. The Directory of
Voluntary Organizations prepared by AVARD in 1979 listed 1034 organizations
working in the field of rural development. Similarly NIPCCD brought out the All
India Directory of Voluntary Agencies in Rural Development in two volumes (one
in 1981 and the other in 1984). The NIPCCD had also undertaken, at the instance of
the Union Ministry of Social Welfare, a study on the status of voluntary effort in four states of India, viz., Assam, Maharashtra, Tamil Nadu and Uttar Pradesh. It covered a sample of 151 Voluntary Agencies located in the cities of Gauhati, Pune, Madras and Lucknow. The study investigates the structure, personnel and programmes of voluntary organizations. Another project undertaken by the Institute relates to the collection of information on 59 voluntary organizations working in the field of social welfare and development. The information was collected with regard to the objectives, organizational structure, source of finance, programmes and services, beneficiaries, staffing pattern, major achievements and the difficulties experienced by these organizations. The Gandhian Institute of Studies (Varanasi) has published "History of Rural Development in Modern India" in five volumes in collaboration with the AVARD to build a history of voluntary work in India. Each volume contains a few case studies of voluntary agencies engaged in rural development. The fourth volume in the series contains, for example, 12 case studies presenting major trends in the field of rural development in the Indian sub-continent including Pakistan and Bangladesh. The study provides a description of the activities of the Pakistan Academy for Rural Development, Comilla Academy for Rural Development, Vallabh Vidyalaya Rural Service Centre of Gujarat Vidyapeeth, Gandhigram Rural Institute etc. Most of these studies have dealt with the aims, objectives, and programmes of voluntary organizations.

A research study on problems connected with promotion of self-help effort and voluntary action in rural development was initiated during 1977-78 by the Gandhi Peace Foundation, New Delhi. Similarly the Gandhi Peace Foundation and the Academy of Gandhian Studies (Tirupati) sponsored three studies on identification of voluntary organizations engaged in rural development in Andhra Pradesh. These studies were undertaken by C.Lakshmanna and M.Lakshmanna, C.V.Raghavulu and S.Venugopal in the three regions of Andhra Pradesh (1980).

Shalini Mehta (1980) has made an attempt to analyse achievements and failures of the Government and Voluntary Agencies (VAs) in the villages of Mandla District of Madhya Pradesh in the spheres of health and education. It was found that the Voluntary Organization Banwasi Sewa Ashram is working more effectively in the field of education rather than the Government department, where as in the case
of health, both Voluntary and Government Organizations failed to reach the tribal people because the tribals continue to view the modern system of medicine with superstition and contempt. However, Mehta finds a clear distinction between the efforts of the Government and Voluntary Organizations, the latter scoring better over the former.

U.V.N. Charyulu and V.K. Natarajan’s study of Voluntary Organizations and Rural development is a case study in Tamil Nadu was undertaken “(1). To examine the activities and analyze the organizational structure and resource base of the selected voluntary organization (Mayer Trust); (2). To study the formulation and implementation of the programmes and the beneficiaries of these programmes; (3). To analyze the views and suggestions of the beneficiaries of different programmes; (4). To study the linkages between the Voluntary Organizations, and other organizations implementing similar programmes” (1982: 514). The study was carried at two levels, i.e., at the macro–level the activities of the trust were examined in broad terms, and at the micro–level one of the integrated rural development projects administered by the trust was studied. They observed that the work of the Mayer trust, and more particularly, integrated rural development project and their implementation was not widely known to the public and the Government.

Alliband Terry’s study of voluntary agencies (1983) as rural development agents focuses on the most widely known successful experiments by voluntary agencies such as Martandam and Sriniketan. The author’s insightful comments indicate some of the major advantages and drawbacks of voluntary agencies in the national rural development efforts of the third world nations.

The study of Ghanshyam Shah and H.P. Chaturvedi (1983) is an attempt to evaluate the functioning of the Vedchhi Intensive Area Scheme (VIAS) in terms of its efforts, results and perspectives of socio-economic change. The study also seeks to examine the various forces. Ananda Rao (1981) examines, in his study on Integrated Rural Development and Voluntary organizations, the genesis, growth and working of Bhagavathula charitable Trust and its programmes located in Visakapattnam district of Andhra Pradesh.
Kalpana (1984) Shah attempts in her study on Akhil Hindu Mahila Parishad, analyses the relationship between ideology, leadership and programmes of women's movement. She also examines the central issues of development of women's consciousness in the context of the mobilization of middle class women. Marcus Franda (1983) has surveyed the activities of four voluntary organizations each of which has long experience with rural development. They are social work research centre, Seva mandir, JP'S/AVARD'S project at Mushari and Dairy Cooperatives in Patna. Franda reports that the leadership of Social Work Research Centre (SWRC) is composed exclusively of young professionals. It has become a real force in the rural environment by virtue of its expertise, Franda notes SWRC also represents unique potential as a communication link between government and international agencies and the clusters of villages in which its centers are located. Franda observes that the Seva Mandir, committed to the values of liberal democracy, has taken up several successful programmes to bring about community consciousness and improve adult literacy. About AVARD's Musahri plan, Franda notes that it represents modest attempt to promote basic changes in the patterns of economic relationships in Musahri Block. Franda also describes the successful experiment of NDDB in the diffusion of dairy cooperative culture in parts of Bihar.

The World Conference on Agrarian Reform and Rural Development (WCARRD) convened by United Nations in 1979 in Rome, made certain observations and favoured voluntary action for rural development. The conference attributed the failure of rural programme in underdeveloped countries to the lack of people's participation. It also stressed that participation of the people in rural development could be brought about only by voluntary organizations (Rajashekarana, 1985).

The observations of WCARRD are applicable to India also. The recent spurt of interest in voluntary organizations and their role in social development can be traced to a symposium called "International Expositions of Rural Development", organized in early 1984, by International Institute of Cultural Affairs in New Delhi. The exposition brought out the significance of voluntary action for rural development and deliberated upon suitable approaches.
The planning commission had brought out the Encyclopedia on Social Work which gives some information on all - India level voluntary organizations. This study deals mostly with the Government's grants-In-Aid to voluntary organizations. NIRD published in 1984, Directory of Non-Governmental Organizations in Rural Development sponsored by the Centre on Integrated Rural Development for Asia and Pacific. NIRD has also undertaken several studies to analyze the activities of Voluntary Agencies focusing either on social welfare for rural poor or integrated rural development. The organization, administrative structure, problems and difficulties faced by them were also investigated.

Y.V.Rao (1984) considers that rural development is a gigantic task for Government alone to deal with, and a number of Voluntary Organizations have done pioneering work. He opines that better coordination with local institutions would minimize the wastage of resources and also reduce the duplication of efforts and spread the resources more evenly among the group.

According to Krishna Murthy (1985) eradication of poverty does not define fully rural development. He considers that there are also other dimensions to development like health, sanitation, education, welfare, recreation, etc. He also emphasizes that Government alone cannot do this, hence voluntary agencies have to be involved in implementing the rural development programmes.

The exposition concluded that voluntary organizations have a greater role in national development. They are found to be better instruments of mobilizing local resources as well as motivating people for development. As a result, a case was made in favour of providing institutional linkages to the voluntary organizations, so as to facilitate their contribution to the task of improving the status and welfare of the rural poor (Mehta, 1985).

The study conducted in Massachusetts (USA) on three family and children's agencies - Family Service Association of America, Child Welfare League of America and Aid of Families with Dependent Children (Susan - A. Ostrander 1985) develops an empirically based theoretical formulation of non-governmental, non-profit social service agencies in the United States. This formulation supports the continuation of strong governmental and non-governmental sector.
There are many studies, which have established the fact that successful programmes of Voluntary Organizations are due to the involvement of people. In Bhowmick’s (1986) article on “Literary Drive and Adult education through voluntary organization: A Case Study in Nalbari District, Assam” an attempt has been made to know the impact of adult education programmes implemented by the Voluntary Organizations in different areas of Nalbari District of Assam. He found that there is some positive impact of adult education on the people. In this context, he tried to understand the reasons for the success of any programme. He argues that, “Any success in the programme depends on, by and large, the respective capacity of the people. Unless and until the people are fully convinced about its efficacy in the given situation, it is very difficult to make their mind positive towards the programme” (ibid: 208).

Satya Sundaram (1986) in his book on Voluntary Agencies and Rural Development observes that Voluntary Agencies have developed an individual style of functioning. Being small and independent of bureaucratic constraints, they can afford to experiment with ideas, technologies, and organization. He finds that voluntary organizations have adopted a flexible and programmatic approach most appropriate to rural development. He argues for a meaningful rapport between voluntary agencies and government departments to provide the missing links in rural development strategy.

The study of Bharatiya Agro Industries Foundation (BAIF), a Non-Governmental Organization, establishes some general processes and identifies some of the preconditions for the successful planning and implementation of rural development programmes. The BAIF, located near Pune, is said to have made some pioneering efforts in rural development, especially in evolving viable schemes and working out pragmatic planning and implementation strategies.

The study conducted on Social Welfare Administration by Paul Chowdhry (1987) contains instructions with regard to the management of social welfare organizations. Paul Chowdhry also published in 1967 a country-wide study on behalf of the United Nations on Voluntary Social Welfare in India. This study analyses the trends in voluntary efforts to determine the extent of contributions in different forms-cash, kind and human resources. The study covers about
600 voluntary agencies from which data were available with the Central Social Welfare Board. The organizations include 600 Mahila Mandal and Voluntary Agencies working in rural areas, 69 all-India and 12 regional voluntary organizations and social workers from 25 agencies. The study describes, among other aspects, the organizational structure of voluntary agencies.

According to Sujaya (1987), "Voluntary Organizations have been involved in the programmes for development of women and children for many decades. Only now, however, a formal recognition has been accorded to them. In the past the main orientation of voluntary effort could be termed as welfare services. Only of late, this is being gradually changed to "development activities" (1987:6). She explained the reason for unsuccessfulness of Government machinery in implementing the schemes is that both monitoring and evaluation are based on quantitative indices where as Voluntary Organizations performance is purely assessed by qualitative methods. The other reason for the unsuccessfulness of Government machinery is that Government's plans and programmes are having "top down" approach spreading over large area, whereas VO's orientation to programmes and plans is based on felt needs of a small area and differs from area to area.

Carino (1987) study of Non-Governmental Organizations involvement in health care in six Asian countries show what can be achieved often in the face of considerable opposition. Carino's analysis drew on studies prepared for a project on Decentralization for Rural Development, sponsored by the Asian and Pacific Development Centre and Konard Adenauer Foundation. All the projects were motivated by the wish to see health services reach poor communities lacking proper facilities. They also trained local people to deliver basic services and sometimes they were nominated by the local communities to be served.

For Lawrence Gomes "the number of voluntary organizations have increased because of their understanding local needs, their capacity to involve local people, their desire to experiment with new programmes, strategies and approaches for development without incurring large expenditures" (1989:28). He points out that, "They have also developed expertise and competence in many non-traditional areas to plan their own schemes instead of expecting government to do so" (Ibid). He considers lack of adequate funds, proper co-ordination with Government, and
shortage of manpower as important constraints to execute various developmental programmes.

U.Vindya and V.Kalpana's (1989) study consists of two parts. The first part of the paper deals with the involvement of Voluntary Agencies in socio-economic change and their implications for women development. The second part deals with Bhagavathula Charitable Trust (BCT), an organization involved in integrated rural development in Yellamanchili and Rambil Mandals of Visakhapatnam district. They found that "Although the BCT had not really initiated any significant attempt to break through the rigidity of the gender structure and had organized the women mainly on economic demands, the Mahila Mandal of Maripalem demonstrated that it was the struggle on common issues, rather than mere income-earning, which empowered them to be vocal participants at the community level" (ibid: 195-196).

K.A. Suresh's (1990) study deals with the levels of participation of beneficiaries in the development programmes of select NGOs in Kerala. The author found that NGOs are not working as participatory organizations to the extent desired. The rates of participation of beneficiaries and institutional arrangements for participation are found to be very low. The beneficiaries are also found to be not keen in getting represented in decision-making bodies and planning process.

Edwards and Hulme (1992) studied the impact of Non-Government Organizations on development (NGOs). NGOs can achieve impact in many ways, both through what they actually do on the ground and by their very existence. The degree of impact is hard to judge, one assessment is that their contribution to development on a global level remains limited. As a result, the impact of NGOs on the lives of poor people is highly localized and often transitory. In contrast to NGO programmes which tended to be good but limited in scope, governmental development efforts are often large in scale but limited in their impact. Effective development work on a sustainable and significant scale is a goal which has eluded both governments and NGOs.

Robinson (1992) reports the results of a study covering sixteen Non-Government Organizations (NGOs) projects in Bangladesh, India, Uganda and Zimbabwe, which aimed at sustained improvement of the economic status of the
poor by raising incomes and creating new opportunities for employment. Twelve out of the 16 projects were found to have broadly achieved their objectives and had a positive impact on alleviating poverty. Two others had only partially achieved their objectives and two others failed to make any head way.

Mohinder Singh (1992) considers that NGOs act as best stimulants for rural development. He argues that Government launched schemes like IRDP, DWCRA, TRYSEM, JRY, etc., could not reach the people because of faulty planning and inefficient execution. He says that even though Government brought much stress on active participation of people, it could not bring about changes up to the level of expectation. He believes that, "rural development programmes suffer a setback due to absence of adequate knowledge about them on the part of target groups consisting of small farmers, agricultural and non-agricultural labourers, rural artisans, scheduled castes, scheduled tribes and other backward classes. Moreover, they are not fully aware of the schemes and facilities available for their benefits. NGOs can play a significant role in creating awareness among the participants. Moreover, the NGOs can organize the rural poor for their active participation in rural development process (ibid: 370).

According to Muniandi (1992) bringing development in India is not an impossible task, provided voluntary agencies put intensive efforts on the task. He says that the Voluntary agencies are necessary whenever adverse conditions exist among the illiterate and ignorant masses. He opines that main objective of Voluntary agencies must be to make villagers self-sufficient.

Vanitha Vishwanath’s (1993) study evaluates and compares the role of two NGOs i.e Integrated Development Service and Gram Vikas in promoting women development. She found that Gram Vikas is working more effectively than Integrated Development Service. This is because that Gram Vikas programmes are designed in such a way that they yield quick results and are sensitive to the immediate needs of the people.

Vijay Mahajan (1994) made an attempt to examine the role of NGOs and training institutions in DWCRA programme. His study emphasizes that there is a
need for the NGOs and training institutions to make DWCRA programme more effective.

Roger C. Riddel and Mark Robinson (1995) in their evaluation of sixteen projects on rural poverty alleviation carried out by NGOs in India, Bangladesh, Uganda and Zimbabwe provided a detailed assessment of the contribution of NGOs to alleviate rural poverty. They found that NGO projects were successful and effective in improving the social status of the poor; however, not all the projects were successful in reaching the poor.

Lalitha (1995) in her study on voluntary work in India, traces various aspects of voluntary service particularly the participation of volunteers in the field of social service. She also attempts to portray the motivational aspects of voluntary work. Her study notes that there are an equal number of men and women volunteers in India contrary to the common belief that a typical voluntary worker in India is middle aged, married woman, economically well-placed, socially well connected with abundant spare time to get involved in voluntary work.

Mahesh Chander's (1996) study deals with some select NGOs active in Central Himalayan region of Uttar Pradesh hills. He tries to know how far they were able to ensure the participation of farmers at whom their developmental efforts were directed. He found that the NGOs were progressing towards ensuring farmer's complete participation in planning and implementation as well and the prospects were quite bright considering the continuous enlightenment of the farmers by the NGOs on the issues related to rural development.

Gopal Krishna Sahu's study reveals "that developmental programmes undertaken with active involvement of people have a greater chance of success when compared to the developmental programmes undertaken by the Government where people become passive observers. It is here the role of Voluntary Organizations is crucial in creating awareness about such programmes among the rural people and in motivating them for actively participating in such programmes" (2000:19). He aptly argues that, "majority of the schemes did not take into account the local needs and initiatives as well as feasibility of projects. In addition, there were political, social, bureaucratic and economic constraints which are hurdles in the path. Owing to these
lacunae the best planned efforts could not bring about the process of development to the doorsteps of the poor people. In this respect voluntary organizations play very crucial role in creating awareness, educating, motivating and enlightening the people for social transformation. A developing society rapidly moving from tradition to modernity would experience a variety of social and economic tensions. A sensible voluntary organization working at the village level could help reduce these tensions. Because of close association with the local tradition, culture, custom and environment, these voluntary agencies play an effective role in the modernization and transformation of rural societies. The voluntary organizations put more emphasis on people's involvement in decision-making and implementation of any development programme. They try to reduce hierarchical distance between leaders and the people at village level. Planning from the bottom (grass root) is the strength of these organizations in the developmental process” (ibid: 20).

S. Mohanan (2000) points out that NGOs have been playing a very important role in the country over the last quarter of the century in the sphere of social development. He opines that NGOs are a powerful tool in poverty alleviation and development. He considers that “The role of NGOs is more significant and pronounced in the sphere of micro credit. The rich experience of NGOs in the sphere of credit union and their grass root level involvement with the poor and their problems is a potential factor that affirms their elevated role in the sphere of micro credit” (ibid : 22-23). He believes that “NGOs will have a more elevated role in micro credit and through it the empowerment of women in days to come” (ibid: 28).

Prema Purao (2000) in her paper 'Poverty Alleviation and Empowerment Measures' pointed out that, “Of the 232.4 million poor, 194.8 million or 82.5 percent of the poor are in rural areas. The fact that about 75 percent of the total population lives in villages and over 80 percent of the total poor live in rural India makes rural poverty a critical factor in the eradication of poverty and necessitates an urgency in promoting rural rejuvenation” (2000: 25). She considers that rural poverty exits on a large scale where as urban poverty manifests in more acute form. She further argues that in order to overcome the poverty, the most affective medium to reach the poor are, the VOs/NGOs which are in a better position to identify the genuine poor, their needs and suggest appropriate programmes. She points out that,
“In spite of various drawbacks, Voluntary Associations remain a powerful medium to reach the poor. The banks can benefit to a large extent by reaching the poor through them. They are also ideally suited to closely monitor and supervise the utilization of the loan. Through their informal and flexible ways, they have an easy access to the poor and they make mobilization of savings and recovery of loan very cost effective for the banks. If assistance to poor is routed through the Voluntary Associations it will be easier for banks to deal with one entity in the place of a number of individual beneficiaries. The banks could disseminate information on various savings and credit schemes through the Voluntary Associations and make their communication effective” (ibid: 27).

A.K.Kapoor (2000) has made an attempt to study NGO Ruchi which is carrying out overall development of the people in Himachal Pradesh in the spheres of economic and social as well as through technology by making accessible the programmes / facilities to various group of people and creating an environment conducive to health and integrated growth of the individual and community with the help and advice from Anthropologists’ (ibid;140). The author observed that, at the Government level, there is deficiency in selection, training and motivation of personnel invested with responsibility of introducing the programme into the area. Although various programmes have been running in different regions for the last two decades, their success has touched only fringe of the people (ibid). He found that the records of the village level workers to the higher officials show total success, but in practice its effectiveness has been greatly limited due to the lack of personal funds, inadequate roads and lack of interest on the part of both officials and people. He suggests the active involvement of NGOs in the planning and implementation process of the development programme.

D.Rajasekharp (2000) discussed the micro-finance programmes implemented by two NGOs, RASTA and Shreyas. The author found that RASTA’s programmes resulted in saving and credit operations more conducive to women needs, thereby contributing to poverty alleviation and empowerment of women than Shreyas. It is important to note that the latter NGO is a bigger organization and adopted the credit union approach to deliver micro-finance services and, while RASTA is a small
organization and adopted self-help promotion approach. RASTA is found to be
more successful than Shreya in poverty alleviation and women empowerment.

Y.V. Rao (2000) conducted a study among the NGOs involved in training
rural youth under TRYSEM in Rae Bareilly District of Uttar Pradesh. He observed
that the trainees who received training under TRYSEM were better employed than
the ones trained in Government and public institutions. He says that, NGOs took
interest in arranging employment for their trainees while in government and public
institutions once the training is over, the trainees have to try for employment on their
own. It was also found that the facilities for training in some NGOs were much
better than government and public institutions (ibid: 22).

D.K. Gosh (2001) opines that attacking poverty and its reduction to an
appreciable extent seems to be not manageable only by the Government sector. He
considers Government Organizations need collaboration and co-operation from
other than Government institutions for creating opportunities, facilitating
empowerment and providing security for the poor. The author argues that, there is
need for the Non Governmental organizations to fight against poverty. He prefers
NGOs because they have greater accountability to the poor, as they work among the
poor, while the official system is yet to be totally pro-poor.

Pankaj Naithani (2001) attempted to study the role of NGOs in Rural
Development. The author observed that there are many NGOs which have not only
grown in size but have also developed infrastructures for research, training and
demonstration and alternative methods suitable for rural usage, development and
life. Further, few NGOs have also achieved quality skills in the specialized field of
primary education, micro financing, health related issues, marketing of rural produce
etc. Presence of such NGOs in the field has given a new dimension to rural
development administration and management.

M. Gurulingaiah (2002) observed that an NGO by name 'Abhivruddi'
empowered women in rural areas of Gubbi Taluk of Tumkur district in Karnataka
state. For almost a decade the NGO has been organizing the women to form SHGs
to meet their felt needs and enable them to participate in planning and
implementation of their own developmental programmes. Besides, it has been
conducting social and health awareness campaigns to eliminate superstitious customs, attitude and thinking related to poverty and child birth which are blocking the progress of tribal women. He concluded that the work and dedication among the women from Kadu Golla community and effort of the Abhivruddi have brought about changes in the customs, attitude, thinking and approach. Along with the NGO, the Government too has played a vital role in empowering Kadu Golla women socially and bringing them into the mainstream of the society.

Om Raj Singh (2003) conducted a study on NGO by name Myrada which consistently fostered Self Help Groups (SHGs) concept and strategy as the Indian model of banking with the poor. Myrada has over 1006 groups of women with the focus on women's rights and an access to and control of resources, which they require to ensure a sustainable livelihood. Myrada can be a financial intermediary between the bank and a number of SHGs with the NGO accepting the contractual responsibility for loan repayment to the bank and the linkage between the bank and the SHG is indirect.

M. Ramesh Singh (2004) has made an attempt to provide better understanding of NGOs working in Manipur and their problems by taking up micro level study. He conducted a survey during 2000-2001 in two tribal villages in Manipur by name Khangshin and Minou. He concluded that NGOs are playing active role in development activities in the fields of education, health and sanitation, women and children to improve the quality of life.

Pradeep Kumar (2005) observed that last two decades have been witness to tremendous growth of NGOs, both national and international. There is an urgent need that Government Organizations and NGOs act in collaboration for rural development. He supported his statement by an empirical case study of Udaipur district of south Rajasthan including two district Voluntary initiatives to support government. Both are distinct in structure and function but have common objectives to strengthen local governance and people's participation.
Studies on Watersheds:

The study of Swarna Latha et al. (1994) revealed generation of employment opportunities to the extent of 78,606 man days for casual and 2,08,606 man days for regular labour through various sectors like rain fed agriculture, irrigated agriculture, animal husbandry cultivation, agro forestry plantation and engineering measures under watershed project over a period of 24 years in Aravali foothills of Haryana which helped in checking migration from the rural to the urban areas in search of livelihood.

Sharma (1995) reported that majority of participants (48 percent) exhibited high level of participation followed by low level (30 percent) and medium level (22 percent) of participation in total literacy campaign. Level of participation was higher among men than women and there was a direct relationship between availability of time and level of participation.

Rammohan Rao et al. (1996) indicated from their study at Chinnatekur watershed, Andhra Pradesh that the activity of project had a discounted benefit-cost ratio between 1.41 to 1.51 with a discount rate of 20 percent and investment on soil and moisture conservation works was paid back in just one year with increased returns from crop production alone.

The main findings of the Kallur (1997) study are that despite the fact that farmers are being cajoled by Sanghas to adopt the improved agricultural practices, have succeeded in their attempt only partially. It is, therefore, that peoples participation in adopting environment friendly techniques in farming with reference to three mini-watersheds is more or less a failure.

Rajput and Verma (1997) from their study concluded that the benefit-cost ratio was higher at 1:2.51 in watershed development programme as compared to 1:1.83 in non watershed development programme area. The return on per rupee of investment was also higher in watershed development programme as compared to non watershed development programme area.
Nalatwadmatha et al. (1997) reported that the cropping intensity of the watershed area has increased from 93.5 percent to 108.4 percent, while the productivity of different crops increased by 1.36 to 1.70 times. The watershed management programme not only increased the crop yield but also developed fodder resources in the area.

Naidu et al. (1999) in their study observed that rice and groundnut yields have increased by 8.6 q/ha and 8.64 q/ha respectively in 1995-96 indicating the impact of transfer of technology and making available high yielding variety seed. Similarly the yields of remaining major crops viz. sesame, red gram, black gram, green gram, bajra, and ragi also increased considerably during the period under reference indicating adoption of better management practices.

Ratnakumari and Padmavathi (1999) conducted a study of the impact on watershed management of dry land farming in kommaddi watershed. They concluded that the yield of groundnut as a mono crop has increased by 21.67 percent while as an intercrop with redgram rose by 17.39 percent. The yield of redgram as an intercrop with jowar and sunflower increased by 25 percent and 50 percent respectively. The productivity of jowar and sunflower increased by 26.87 percent and 12.50 percent respectively. Though there was an improvement in the crop yields in non watershed area, the incremental yields were relatively more in watershed area than in non watershed area.

In their study, Shiyan et al. (2002) examined the differential impact of watershed development in South Saurastra region of Gujarat. Three watersheds managed by Gujarat State Land Development Corporation (GLDC) and one by NGO were studied. The study revealed that in GLDC watershed, rabi crops accounted for 22.59 and 14.60 percent of gross cropped area for beneficiaries and non beneficiaries respectively. The corresponding figures for Agakhan Rural Support Programme (AKRSP) watershed were 34.59 and 23.59 percent for beneficiaries and non beneficiaries respectively. It was also observed that the area occupied by summer crops was 9.01 percent of the grass cropped area (GCA) in case of beneficiaries of GLDC watersheds while no summer crop could be grown by the beneficiaries of AKRSP watershed as well as by all non beneficiaries. On the whole, it can be concluded that the rabi crops contributed as high as 28.4 percent of GCA in
respect of beneficiaries compared to 19.1 percent of GCA in the case of non beneficiaries. In addition, the beneficiaries were able to grow ground nut, bajra, jowar, and maize during summer season. The increased irrigation facilities created by the watershed development have been utilized by the beneficiaries for bringing more land under rabi and summer crops.

Almost all the studies on rural development reviewed were of the opinion that NGO managed programmes achieved better results when compared to government managed development programmes. According to these studies NGOs are better suited and achieve success in the programmes they undertake because of the following reasons.

- NGOs follow qualitative approach
- Their approach is non bureaucratic
- Capable of better mobilization of the people
- Efficient co-ordination with local organizations and institutions
- Follow ‘Bottom Up’ approach
- Better equipped to overcome structural constraints like caste and economic inequalities
- Less wastage of resources
- Achieve even spread of resources
- Understand local needs
- Better equipped to carry out awareness programmes
- Better equipped to carry out micro credit programmes among the rural poor
- Accountability is more among NGOs
- The NGOs are better equipped and also acquire quality skills to function effectively in the development field
- Act as liaison between the development organizations, particularly those of government organizations and the people.

The above review of studies also reveal that involvement of NGOs and Government in rural development programmes like poverty alleviation and
empowerment, education, health, women empowerment, tribal development etc. But, there is hardly any study dealing with NGOs role in rural development through watershed developing programme especially in drought prone areas. The present study is a modest attempt in this direction in examining the role of NGOs in implementing watershed development programmes and to analyze the impact of these programmes on the beneficiaries with reference to their standard of living.

1.5 WATERSHED:

**Meaning:** Watershed is conceptualized as an area lying above a given drainage point. It may cover less than a hectare or thousands of hectares depending upon the point of reference. However in simple terms “a watershed is the land area from which surface water drains to a single outlet.”

**Characteristics of Watershed:**

**Size:** The size of the area of watershed is an important parameter in determining the peak rate of runoff. The rate and the volume of runoff increases with the increase in the size of the watershed area.

**Shape:** Long and narrow watersheds are likely to have longer time of concentration resulting in lower runoff rates than square shaped watersheds of the same size. The longer it takes water to leave the watershed the more the opportunity for the water to infiltrate the soil.

**Land Slope:** The speed and extent of runoff depends on slope of the land. The velocity of flow of the runoff increases if the land slope is more and the soil erosion increases with the increase in the land slope. The land use is also determined by the slope.

**Drainage Density and Pattern:** High drainage density watershed drains runoff water rapidly. Drainage pattern is influenced by the slope lithology, structure and distribution of rock systems, etc.,
Land use: The land in watershed has multipurpose uses like cultivation, livestock production, housing, water harvesting etc., appropriate land use minimizes the soil erosion and reduces the runoff.

Vegetative covers: The type, quantity and quality of vegetative cover in watershed influences the runoff, erosion and sediment production, rate of evaporation and infiltration. A good cover of vegetation reduces soil erosion and runoff.

Rainfall: The amount and frequency of rain fall determines the behaviour of watershed. Evenly dispersed rainfall is less damaging to soil and water than sudden showers.

Objectives of Watershed Development:

➢ Conservation, up gradation and utilization of natural resources like land, water, plant, animal and human resources in a harmonious and integrated manner. This approach results in the availability of food, fodder, fuel, fibre, timber and biomass.

➢ Generation of massive employment during the project period and regular employment after the completion of the project.

➢ Improvement in the environmental restoration and ecological balance.

➢ Reduction in inequalities between irrigated and rain fed areas.

➢ Increase in the incomes of the farmers as well as non farmers and land less people.

Integrated Approach: The approach and strategy are primarily based on the twin concepts of integrated watershed management and sustainable farming systems. Watershed consists of three physical sectors. They are: (1). Arable or cultivated land primarily owned (2). Non-arable lands, which include village pastures and grazing grounds, cultivable waste lands, barren and cultivable lands and (3). Net work of natural drainage lines. These three components are considered as one entity of project planning and implementation to achieve sustainable use of natural resources of land and water.
**Sustainable Farming System:** One of the important aims of the watershed is to achieve sustainable farming system in rain fed areas. A rain fed farmer derives his livelihood partly from his own cultivation and partly from common property resources and community lands. In addition, farmer’s subsistence also depends on his/her livestock resources and off farm activities like wages by working in government projects and also as agricultural labour. The landless labourer besides wage labour (both agricultural and non agricultural) also depends on common property resources for fuel and fodder.

Particularly from the point of livelihood of the people covered under watershed, the watershed apart from other components has to address (1) Food component (2) Fodder component (3) Fuel component and (4) Income generation component. The project has to address the four components mentioned as a part of holistic approach. It means the watershed should approach both ecological and productivity concerns and should aim at harmonizing ecology, economy and equity.

**Programme Components:** Following are the programme components of watershed.

- Land and management works
- Vegetative Bunds
- Contour Bunding
- Graded Bunding
- Contour cultivation
- Compartment Bunding and scoping
- Ding terracing
- Land smoothing
- Farm ponds
- Gully control structures
- Embankment type reservoirs
- Dead furrows
- Check dams
- Gully plugging
- Percolation tanks
- Social forestry
- Crop production
Dry land horticulture
Farm forestry
Fodder production

Pre programme Planning:

Apart from technical aspects like preparation of the maps and surveys pointing at critical zones form priority treatment and assessment of rain fall, what is important from the point of the livelihood of the people are recording of land use pattern, farm sizes and fragmentation process. Further appraisal of farming practices and production patterns are a must. Socio-economic survey is essential to identify human and livestock resources, land holding pattern of the people, socio-cultural systems, group dynamics, infra-structure facilities, vegetative covers etc., Other pre implementation tasks required to be carried out, are fixing the priorities and the most critical planning aspect is publicity and mobilization of people to be benefited to participate in the watershed programme from the beginning to the end and even after.

1.6 WATERSHED DEVELOPMENT PROGRAMME IN ANDHRA PRADESH:

Andhra Pradesh (A.P) is the fifth largest agrarian state in the country covering an area of 274.4 lakh hectares. Out of it, an area of 123.5 lakh hectares is under cultivation and 6.4 percent of cultivated area depends on precipitation alone. About 66 percent of states population is living in these areas. To mitigate the migrations of these farmers, the Government of India started with three model watershed programmes of ICAR at Chinnasamkur-Kurnool, Chevella-Medak and Yerra Cheruvu-Ananthapur districts in 1983-84. During the same year World Bank aided macro-watershed was started at Maheshwaram of Ranga Reddy district. Additional watersheds were sanctioned in the districts of Vizianagaram, Prakasam, Nellore, Chittoor, Ananthapur, Mahabubnagar, and Adilabad with the approval of Government of India and aided by World Bank for a period of four years. Subsequently, at the Centre, National Watershed Development programme for Rain fed Agriculture (NWDPRA) was started in 1986-1987 in 59 watersheds covering 13 districts. In the year 1987-1988 and 1988-1989 the program was implemented in 68
watersheds. During 1989-1991 the programme was extended to 80 watersheds. In 1990-1991 the programme was further extended to 94 watersheds covering 20 districts with the financial outlay of Rs.620.40 lacks. Besides these, the State Government also introduced Watershed Development Programme (WDP) under Drought Prone Area Programme (DPAP).

The Recent watershed guidelines (Hanumanth Rao Commission, 1995) have provided a definite design for participatory watershed development approach and have been adopted by many state governments in India since 1995. Andhra Pradesh is at the forefront in the implementation of the watershed development programme, which is widely cited as the most extensive and successful in India, unprecedented in its scale. Planning systems are relatively strong, use of technical (including remote sensing) and spatial data more detailed and fund utilization through district agencies high. NGOs are encouraged to be Project Implementation Agencies or Project Initiation Agencies (PIA) for various schemes.

The main thrust of watershed development in A.P. has been through the Drought Prone Area Programme (DPAP) under the Ministry of Rural Development (MRD). The programme has been implemented in over 5000 watersheds under these guidelines since 1995. At the time of writing, a significant number of those watersheds are completing their four to five years treatment cycle specified as the project period in the guidelines.

Over recent years A.P. has been among the states achieving the highest level of central funding for the watershed development programme (although this situation is now changing). At one stage A.P. was drawing about 50 percent of the central funds allocated to watershed development for the country as a whole, this in turn, has helped in the scaling up of the programme at the state level. In the process, A.P. has gained the advantage of an early starter. In view of the substantial funding, the main constraint for watershed development, both in A.P. and throughout India, is the organizational capacity at district and local level to actually implement the programme.
1.7 WATERSHED DEVELOPMENT PROGRAMME IN PRAKASAM DISTRICT:

Though Drought Prone Area Programme was started in Prakasam District in the year 1974-75, watershed approach was initiated only in 1987. During VIII Five Years Plan, 12 Macro watersheds were identified under DPAP old guidelines in the years 1993-94. The District implemented the Revised Guidelines of Government of India from 1995-96 and the Watershed Development Programme was started in 78 sub-micro watersheds of 500 hectares each. At present, 472 sub-micro watersheds are under implementation through DPAP/EAS schemes in 14 blocks.

To plan, implement and monitor the watershed schemes, the integrated watershed development approach on “Ridge to Valley” concept is adopted. In 1996, DPAP was separated from DRDA with the appointment of a Project Director as per the guidelines issued by the Government of India. The programme concentrates on non-arable lands and drainage lands for in-situ soil and moisture conservation, agro-forestry, pasture development, horticulture and alternative land uses, in a nutshell, land and water resources management for sustainable development. As a non-land based activity, financial assistance is given through revolving funds to the thrift groups i.e., Self Help Groups. The programme envisaged an integrated approach for overall development of villages.

In the year 2001, Andhra Pradesh Rural Livelihoods Programme (APRLP) was started in the district to focus on poor, landless and women and their involvement in watershed development programme which till then focused more on developing natural resource base. Capacity building of primary and secondary stake holders, strengthening of village level institutions, development of common property resources, productivity enhancement and land based enterprise development have been focused upon to provide year round and multiple livelihood options to the village community including the women and poor. The recent Hariyali programme focuses on strengthening of Panchayat Raj institutions through watershed efforts for creating sustainable rural livelihoods.
1.3 STATEMENT OF THE PROBLEM:

Even today state bureaucracy dominates the scene of rural development in the third world countries and India is no exception to this. State bureaucracies development effort even today tends to be "top down" approach, without taking into consideration the felt needs of the people and without making concerted efforts to seek the participation of the people as equal partners in their own development. Even after the initiation of the process of democratic decentralization and creation of local self government in the country in general and in rural areas in particular the bureaucratic development process suffers with many drawbacks like indifference, dictatorial attitude, ignorance of local needs, negative attitude towards involving the people in the developmental activities and finally rampant corruption. It is not that the state and the central government have not created structures to mobilize people to participate in the development process, but all these structures suffer with same drawbacks mentioned above and the result is utter failure of many of the developmental programmes. A glance at the Indian news papers, particularly the regional language news papers would make it clear about the miserable nature of many developmental programmes initiated in the rural areas by the government.

On the other hand, non-government organizations though their geographical area of operation is small and their efforts only touch the miniscule population, are supposed to be more successful in the developmental and welfare programmes. The NGOs claim that they are successful because their approach is "bottom up" and they make all the efforts to mobilize the people to participate in their own development. Their set up and approach is democratic and they act only as facilitators of development but not as imposers.

Of late, apart from other developmental, welfare and advocacy activities, a few of the NGOs have become partners with the government agencies to initiate and manage a few developmental programmes. One such programme is development of watersheds particularly in the rural areas of the country.

The importance of watershed development is well recognized by all the development experts. Watershed programme is an integrated one, addressing the problems in rain fed areas. It addresses the environmental and ecological problems
like deforestation, over utilization of water and most importantly it seeks to convert unsustainable agriculture to sustainable agriculture besides tackling unemployment and under-employment faced by the farmers as well as landless people.

Of all the beneficiaries, the most benefited under watershed programme are the farmers of all types, like large, small and marginal farmers. Watershed brings them many favours like improvement in the ground water levels, restoration of eroded soils, crop rotation, improved agricultural technology, increased and improved animal husbandry, more green fodder to their milk and draught cattle etc.. Hence the present study focuses on the management of watersheds by the NGOs claiming success and the impact on farmers in Prakasam district of Andhra Pradesh.

Principal objective: The present study makes an attempt to understand and analyze the NGOs who claimed success in the watershed management and the impact on the farmers participating in the watershed programmes claimed as success by the NGOs.

Specific Objectives:

1. To understand the approach of the NGOs which claimed success of watershed programmes initiated and the end results.

2. To study the extent of participation of the farmers in the various stages of watershed programme.

3. To find out the extent of knowledge internalized by the farmers on various aspects of watershed programme and the extent of adoption of these practices.

4. To understand the impact of the watershed programme on the economic and social life of the farmers.
1.9 METHODOLOGY:

Area of the study:

Prakasam district in Andhra Pradesh was purposefully selected for this study. The district was selected because of two reasons, firstly in most of the areas in the district agriculture is rain-fed and the rain fall is scarce and erratic. Secondly it is one of the few districts not only in Andhra Pradesh but also in the country where a number of watershed programmes have been launched in the rain-fed areas and a number of NGOs were entrusted with the initiation and management of watershed programmes.

Sample Selection:

Selection of NGOs: Between 1999 and 2003, 19 NGOs were entrusted with watershed programmes in the Prakasam district. The 19 NGOs covered 114 watersheds in 114 villages in 19 mandals of the district. 9 NGOs which claimed success in the watershed programme and further confirmed by the government agencies which entrusted the programme were selected for the study.

Selection of Villages: Since each watershed covered 500 acres of land in 1 village, 9 villages, one under each of the 9 selected NGOs were selected for the study. The NGOs themselves were asked to select one village each which they considered as most successful in implementing the watershed programme.

Selection of the Sample Farmers: In each of the selected 9 villages, 16 percent of the farmers were selected to make in depth analysis of watershed impact on them. In the selection of the sample farmers, care was taken to select almost equal percentage of farmers from different social divisions in each of the 9 villages. The sample farmers were classified into four social divisions namely (1). Forward castes (2). Backward castes (3). Scheduled castes and (4). Scheduled tribes. It means all the castes found in each of the 9 villages were classified under four social divisions for the sake of convenience of the analysis. Further care was taken in the selection of sample farmers, to provide representation to the large farmers, small farmers and marginal farmers.
Below given Table shows the scheme of sample

<table>
<thead>
<tr>
<th>Name of the NGOs</th>
<th>Name of the Mandal</th>
<th>Name of the Village selected</th>
<th>Total Farmer Families</th>
<th>Sample Families</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ongole Division</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>HELP</td>
<td>Korisapadu</td>
<td>Pamedipadu</td>
<td>455</td>
<td>72</td>
</tr>
<tr>
<td>RDS</td>
<td>J.Poingalur</td>
<td>Chandalur</td>
<td>466</td>
<td>74</td>
</tr>
<tr>
<td>RASO</td>
<td>Ballikuturava</td>
<td>Vemavaram</td>
<td>730</td>
<td>116</td>
</tr>
<tr>
<td><strong>Markapuram Division</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CALL</td>
<td>Donakonda</td>
<td>Badapuram</td>
<td>139</td>
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<td>SNIRD</td>
<td>Dornala</td>
<td>Bommalapuram</td>
<td>308</td>
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<td>ASSIST</td>
<td>Markapur</td>
<td>Bhupatipalli</td>
<td>100</td>
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<td>Muttamvaripalem</td>
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<td>V.V. palem</td>
<td>Polineni cheruvu</td>
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<td>29</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>3025</strong></td>
<td><strong>480</strong></td>
</tr>
</tbody>
</table>

Data Collection:

The data for the study was collected from both primary and secondary sources from January to December 2005. During the period of one year several visits both extended and short were undertaken to the selected villages.

The primary data were collected through a structured schedule, informal interviews (using detailed checklists), key informant interviews and observation.

Secondary data and information were collected from DPAP, DWMA project directors, Mandal Revenue Officers (MROs), Mandal Development Officers (MDOs), and selected NGOs of the Prakasam district. For literature, the researcher had gone through various books, journals, research reports, magazines, manuals and reports on NGOs and Watershed by visiting various libraries both within the state and outside the state.
Data Analysis:

The data collected from the sample beneficiary farmers had been analyzed and presented in the form of simple and bivariate tables. Both actual frequencies as well as percentages have been mentioned in the tables. Some data has been presented in the graphic form.

Tools for the Study:

The main tools for data collection included the traditional anthropological tools such as observation, Focused Group Discussions, PRA, informal interviews, key informant interviews to gather qualitative as well as quantitative data in the villages of Prakasam district.

Schedule:

A well structured schedule was used for collecting information regarding knowledge, adoption, attitude and impact of the watershed programme from beneficiary farmers of the villages.

Interview:

Informal interviews were conducted with selected NGOs personnel, government officials and members of Self-Help Groups (SHGs). Informal interviews were also conducted with key - informants and many other respondents to gather information required.

Observation:

Throughout the field work, the researcher resorted to observation, both participant and non-participant type, for finer details and verification of data collected through the use of several techniques of data collection. Further, through observation it was possible to check the disparity between what people say and what people do i.e., differences between the ideal and the real.
1.10 CHAPTER SCHEME: The study has been presented in seven chapters. The chapter sequence and the topics dealt with are as follows.

Chapter-I

The first chapter, "Introduction", introduces the topic of research, presents the background of the study, review of literature, objectives of the study and methodology adopted.

Chapter-II

The second chapter, "Background of the selected District and the NGOs", addresses the profile of the study region and NGOs.

Chapter-III

The third chapter, "NGOs and Watershed Villages", presents the approaches of NGOs as Project Implementing Agencies (PIA) in watershed villages.

Chapter-IV

The fourth chapter, "Characteristics of the Sample Farmers" deals with the socio, demographic characteristics of the sample farmers (respondents).

Chapter-V

The fifth chapter, "Extent of Farmers Participation, Knowledge Gained and Adoption" presents the extent of the farmers' participation in watershed programme, knowledge gained and adoption.

Chapter-VI

The sixth chapter, "Watershed impact on the Farmers: Socio, Agricultural and Economic Spheres" analyzes the impact of watershed on the farmers.

Chapter-VII

The seventh chapter presents summary and findings or conclusions of the study.