

**ORISSA WATERSHED DEVELOPMENT MISSION**  
**BHUBANESWAR**  
**NO. WM(S) 10/2003-1647/WM, Date 10.10.03**

To

All Collectors-Cum- Mission Leaders (**Watershed**)  
(Except Puri, Jagatsinghpur, Kendrapada, Bhadrak)

**Sub: Engagement of full time PIA, full time contractual WDT and Management of Administrative Overhead thereof.**

Sir/Madam,

Engagement of part time PIAs & WDTs in implementing micro watershed projects have not gone well in the State. The poor physical and financial progress of watersheds and poor quality of implementation in many cases are principally attributable to lack of undiluted attention from the PIAs & WDTs who are most often part timers. Government has been seriously worried about this for quite some time. Learning from the experiences of some States & NGOs in better management of watershed development projects, Government of Orissa now considers engaging full time PIAs & WDTs who will be giving their undiluted attention to watershed development projects implementation. Government believes that full time PIAs with dedicated full time contractual multidisciplinary WDTs would improve both quantitative and qualitative performance of watersheds in the State. Government further feels that full time PIAs with a set of 3-4 WDTs can be engaged who will be fully accountable to the micro watershed projects assigned to them from out of the administrative charges allowed under watershed development programme of GoI. Government thus intends that the districts engage full time PIAs with appropriate number of full time WDTs on contract basis from out of the administrative fund of watershed development programme without committing any financial burden on the State. **Under no circumstances, the Collector, DRDA or DWAC shall engage PIAs / WDTs causing financial burden / liability on the State or any of its institutions.**

While less number of watershed projects by a PIA do not provide cushion to meet expenditure on appointment of 3-4 number WDT, who will be whole time engaged in training/ community mobilization as well as supervision of implementation of watershed programmes, more than 10-12 watershed projects (**maximum-15**) under charge of one PIA will preclude him paying proper attention to each project. The Government is now pleased to approve the engagement of full time PIA and full time contractual WDT for better implementation of Watershed programmes under IWDP/DPAP/ACA/EAS and DFID assisted WORLP in the State. But, the NWDPR & RVP Schemes of Ministry of Agriculture, GoI will be implemented

exclusively through Soil Conservation Directorate. Ideally for better management and also from the point of view of engaging full time contractual WDT (from out of administrative component of the total out-lay of 10-12 micro watershed projects) a PIA should have 10-12 micro watershed projects.

It is now decided to engage full time PIAs from among the junior level officers like JSCOs, JAOs, JHOs, & JEs of Agriculture Department preferably. These officers will be exclusively given the responsibility of watershed implementation activities. At present the scope of engaging JSCOs / JEs working under Directorate of Soil Conservation as full time PIAs is quite possible.

Similarly 3-4 multi disciplinary WDT members will be recruited on contractual basis by the DWAC to be engaged under the PIA who will exclusively work for 10-12 (a maximum of 15) micro watersheds under one PIA. Thus a set of 3-4 WDT members will be engaged by PIAs on contract who will be accountable to the PIA concerned. Such contractual WDT members will be paid out of the administrative charges and the model contract forms and selection procedures are being developed at Watershed Mission level to be adopted uniformly through out the State for selection of such WDT by the DWAC. However each WDT member so selected shall enter into a contract as per TOR to be adopted by the DWAC.

In view of the suggestions above, the District Mission Leaders are requested to re-work the number of PIAs that would be required in order to reduce/ increase the number of PIAs as per requirement (taking 10-12 micro watershed projects per PIA into consideration) and re-allot the watersheds to such PIAs to be identified. As many of these watersheds excluding DPAP-Ist. Batch and EAS are almost new watersheds and not much of work executed there, at this juncture change of PIA and re-allotting micro watersheds would not be very difficult and would not cause much administrative inconvenience. The detailed list showing proposed requirement of PIAs for 10-12 micro watershed projects under the scheme DPAP/IWDP/ACA/WORLP/EAS is enclosed herewith for ready reference which will indicate requirement of PIAs in each district. At any point of time there would be more than 1500 active watershed projects under different schemes for implementation. Hence we may require 145 PIAs and thus we may consider to have about 110 Govt. PIAs (like JSCO/JAO/JHO/ JEs of Agril. Deptt preferably) and 35 NGO PIAs. The NGO PIAs selected by the District Administration (DWAC) are anyway have to be full time PIAs. Such NGOs may nominate one of their Coordinators as full time PIAs who will be exclusively responsible for watershed activities. Further it is also suggested that some of the line Department officers and BDOs who can not give full attention may not be engaged as PIAs, rather in their places as suggested above junior level officers like JSCO/JAO/JHO/JEs etc may be engaged as PIAs provided the concerned departments (DA & FP & DoH) agree to spare their services to act as full timer and the line department officers who are presently acting as PIAs and their

subordinate staff will as usual help and support watershed initiatives and assist the PIA and WDT in furthering the activities of watershed development. Besides, the line agencies may also be involved in converging the schemes and programmes of their department in watersheds so that a better holistic watershed development plan at Block level can be evolved for implementation.

In the changed circumstance, the Block Development Officer shall be designated as Chairman of Block Level Watershed Implementation and Review Committee (BLWIRC), whose responsibility will be to monitor and supervise the progress of watershed activities within the block. He shall also submit the monthly report on the performance of various PIAs to the Mission leader of the district concerned. The BDOs and other line agencies now have a much greater responsibility towards the watershed programmes particularly in extending technological support as well as converging schemes and programmes of their departments. Similarly, BDO is now the key player to ensure convergence of activities of various departments including that of PRIs at block level. Besides, he would be instrumental in mobilizing necessary technological support at block level through respective line department functionaries. Ideally he would be the moderator-cum-coordinator at block level to help the PIA in mobilizing the support of key line departments and PRIs.

**Management of Administrative Overhead:**

As per paragraph 31 and Annexure-I of the guidelines, 10% of the total project cost of a micro watershed is meant to cover administrative cost. For a micro watershed of 500 hectare the project cost comes to Rs.30 lakh, of which 10% is meant for administrative charges. That means, for every micro watershed project of 500 Ha. Rs.3.00 lakh is available to meet the administrative cost over a period of 5 years of the project. If a PIA is given 10 micro watershed projects, the total administrative fund that would be available for managing PIA, WDT and the Watershed Development Committee the village level is Rs.30 lakh over a period of 5 years. Thus, the annual fund availability would be Rs.6.00 lakh. As per the guidelines, 50% of the administrative cost will be spent by the PIA to cover the honorarium / salary of the multi-disciplinary WDT members (maximum 4 numbers), their TA, DA and mobility, office contingencies like consumables, telephone, fax, electricity and water charges etc. Thus, for every micro watershed project, out of Rs.3.00 lakh meant for administrative cost, Rs.1.50 lakh would be available to the PIA over a period of 5 years. For 10 micro watershed projects, the total administrative cost to be available to the PIA, will thus be Rs.15.00 lakh. Thus, the annual availability of funds to a PIA with 10 micro watershed projects is Rs.3.00 lakh. This can be spent as follows:

**Annual requirement of administrative cost per PIA:**

Salary of 4 WDT members @ Rs.5000/- per annum

(Rs.5000/- x 4 x 12)	=	Rs.2,40,000/-
Fixed TA, DA (Rs.500/- x 5 x 12)	=	Rs. 30,000/-
Mobility (Rs.250/- x 5 x 12)	=	Rs. 15,000/-
Office Contingencies (L.S.)	=	Rs. 15,000/-
<b>Total:</b>	=	<b>Rs.3,00,000/-</b>

From the calculation above it is thus revealed that a PIA with 10 micro watershed projects can be in a position to engage 4 WDT members on contractual basis, who may be graduates of Agriculture, Horticulture, Fisheries, Animal Husbandry, Forestry, Civil / Agricultural Engineering etc. or of Social Science discipline particularly Master in Social works, Rural Management, Sociology etc.

They may be paid a monthly honorarium of Rs.5000/- along with a fixed TA, DA and Mobility of Rs.750/-. If more than 10 micro watershed projects are given, the PIA will be in a comfortable position in managing the administrative cost rather smoothly.

**Execution of MoU:**

The Collector-cum-Mission Leader shall enter into a MoU with the PIA in the model proforma provided in the Book "Compendium of Instructions" (page-42-44) supplied to all PD DRDAs. Any alternation to the model proforma may be considered at the district level. No PIA shall be engaged without a MoU. The handing over/charge note shall be acknowledged to be taken over by the new PIA. The new PIA shall be PIA of the watersheds concerned on 'as is where is' basis and will take up the balance amount of work with the balance amount of funds available. He shall further undertake that he will not claim any amount for the works executed by the old PIA or will not claim the amount spent by him as PIA. The new PIA shall further undertake the responsibility of managing the WA, WC, SHGs, UGs and such other Institutions/Organizations created/ developed by the old PIA.

It is therefore requested that the DWAC may act immediately upon the suggestions as mentioned in the aforesaid paragraphs **within the date-lines stipulated in the follow up action.**

**Follow up Action:**

a) **Reworking of engagement of PIAs as per the format prescribed below:**

Name of the Block	No. of projects currently under different schemes	No of PIAs currently engaged	No of full-time PIAs to be engaged	Suggested no. of PIAs to be engaged
Total				

b) **Activity plan:**

- i) Reworking the no of PIAs and WDTs: By 20.10.03
- ii) Assessment of funds available & budgeting By 20.10.03
- iii) Issue of advertisement for WDT By 25.10.03
- iv) Finalization of TOR for PIA/WDT By 25.10.03
- v) Engaging new PIAs in place of existing PIAs  
Wherever required By 20.10.03
- vi) Selection & engagement of PIA/WDT By 30.11.03
  
- vii) Handing over of charges from old to new PIAs  
(Including all records, files, equipments etc.) and  
Execution of MoU between the Collector & PIA By 30.11.03

**Encls:** As above.

Yours faithfully

Director Watershed Mission and  
Ex-officio Additional Secretary to Government

**ENCLOSURES**

The broad TOR and roles and functions for PIA and WDT and an indicative selection procedure for them are suggested below for your kind reference and necessary action at your level. You may add and/or delete/modify to the suggestions as per the requirements of the district.

#### **BROAD TOR FOR PIA**

- Sensitization, awareness building, community mobilization in the project area about the objectives of watershed development with the help of WDT.
- Ensure all BPL families are enrolled as members of at least one SHG / UG or any other interest group.
- Constitute SHGs / UGs with the help of WDT
- Conduct Participatory Rural Appraisal (PRA) exercise.
- Supervision and guidance of Watershed Committee and WDT.
- Motivate GP to pass resolution to make public contributions.
- .Ensure contribution either in form of cash (farmers) and/or labour (land less).
- Ensure regular meeting of the WC on pre-decided dates.
- Ensure payment by WC weekly on pre-decided date.
- Ensure effective communication between WDT and WC.
- Ensure capacity building of WC and volunteers relating to execution skills, book keeping, conducting meetings, recording of proceedings, preparing simple plans and estimates, maintenance of muster rolls etc.
- Conducting confidence building exercises.
- Implementation of community benefit activities under EPA.
- Providing technical guidance
- Guidance to prepare WD plans for each Watershed by the WC and UG
- Plan and implement basic training including all skill up-gradation, orientation about the technical and organizational aspects of running SHGs / UGs with the help of WDT and local resources organizations.
- Undertake Community Organization and Training.
- Plan exposure visit of WC and Volunteers, SHG and UG to ensure improvement of their absorption capacity, appreciation of works, confidence building etc.
- Plan and ensure definite time frame for each activity, elaborate road map with definite mile stone.
- Ensure monitoring through pre-set deliverable out-put.
- Ensure recording bench mark indicators over specified time period.
- Development and monitor specific quantitative success criteria.

- Responsible for timely implementation and budgeting of watershed development plan through the Watershed Committee with the involvement of WDT Members.
- Facilitate convergence of resources of other rural development programmes through liaison with BDO / ZP / DRDA / DWAC.
- Ensure combination of short term benefit oriented activities with long term activities so as to enthuse people to actively participate.
- Ensure transparency through social audit, participatory action plan, approval of the plan by WC / Gram Sabha in open meeting, display of plan and physical and financial progress, contribution by people etc. on the Watershed Committee and Panchayat office walls and payment through cheques etc.
- Arrange credit facility, seed money or revolving money to SHG/UG etc.
- Ensure timely release of funds, utilization of funds and submit reports and returns at all levels.
- Provide timely and precise inputs regarding the pace and quality of implementation of the project, services of trained personnel to monitor and visit the project areas at pre-determined events to give proper feed-back in the life cycle of the project through recording readings in the form of pre-set deliverable quantified outputs.
- Recommend foreclosure of the projects if it fails to establish necessary institutional mechanism for execution of the project due to conflicting interest groups in the project area.
- Develop proper exit-protocol at the time of withdrawal from the project which shall ensure equity and sustainability of the assets created and locally acceptable mechanism for utilization of WDF for post-project management and regular augmentation.
- Inspect and authenticate the Project accounts
- Undertake action research for low cost technologies
- Validate and build upon Indigenous Technical Knowledge (ITK)
- Monitor and review the overall Project Implementation
- Conducting review meeting of WDT and WC on 5<sup>th</sup> of every month.

#### **BROAD TOR FOR WDT**

Each WDT comprises of at-least 4 professional graduates / post-graduates / MBA (Rural Management) members one each from the disciplines of Agriculture / Forest / Plant Science, Animal science, Agricultural / Civil Engineering and Social Science like rural management, social work, sociology, one of them may be woman.

The technical members from the discipline of Agriculture / Forestry / Plant Science / Animal Science, Engineering are required to perform the task relating to;

Technical guidance  
Awareness building  
Implementation  
Monitoring (secondary activities)  
Capacity building  
Report preparation

Whereas the Members from the Social Sciences will be responsible for  
Socio economic, community mobilization and communication inputs.

Constitution of SHG / UG  
Capacity building of SHG / UG and WC, volunteers  
Guidance  
Implementation  
Team building, social audit, conflict resolution, behavior & attitudinal changes.  
Micro-credit and micro-enterprise  
Report preparation etc.

#### **ROLES AND FUNCTIONS OF WDTs**

Act as an honest moderator / mediator for negotiations.  
Identify community leaders / opinion makers', village youth.  
Identify and form UG / SHG  
Providing training to the Volunteers & WC  
Provide technical guidance.  
Scrutinize the W.D. plans submitted by the WA / WC  
Facilitate approval of the WDP by DWAC, submission of reports and returns to higher authority  
To guide technical specifications and feasibility and maintenance of the work  
Arrange exposure visits & trainings  
Demonstrating the impact of collaborative action  
Operating WDF jointly with WC Chairman  
Liaison and consultation with the Government Departments.  
Organize Joint Management Committees like Forest Department works etc.  
Conducting basic surveys / holding secondary data for WSSs.  
Preparing process documentation.  
Review of works of WC / WS / WV.  
Liaison with KVK for complex problems for extension support  
Take up action research.  
Collect and compile bench mark data on approved parameters.

## **SELECTION PROCEDURE FOR WDT**

- i) **Issue of advertisement** in the local English and Oriya News Paper editions.
- ii) **Constitution of Selection Committee:**

The Selection Committee is to be chaired by the Collector-cum-Mission Leader comprising of PD, DRDA concerned (and PD, WORLP in case of WORLP districts), DDA, DDH, SCO, one eminent local NGO and one member of CBT in case of WORLP districts.
- iii) **Minimum Educational Qualification for WDT:**

Graduate in Agriculture / Forestry / Animal Science / Agriculture Engineering or Post Graduate in Social work, Sociology, MBA (Rural Management)
- iv) **Desirable Qualification**

Computer literate, field experience in NRM / Watersheds / Rural Development Projects and Programmes.
- v) **Issue of call letters / engagement letters and signing of the contract:**

The Selection Committee after careful examination of the CVs may short list the potential applicants and issue call letters for interview. The Committee may draw a panel of finally selected applicants and recommend the same to the DWAC for engagement of desired number of WDTs by the PIA as per local need on contract. The panel may be kept valid at least for one year for eventual engagement by the PIAs concerned whenever necessary with due approval of the Collector-cum Mission Leader. A model contract form is appended herewith for kind reference.

## CONTRACT FORM FOR ENGAGEMENT OF WDT

**To**

**Sub:** Offer of contractual engagement for WDT.

Sir,

We have the pleasure of offering you to be engaged as Watershed Development Team member in the discipline of ----- on contractual basis under Watershed Development Program in----- District. This appointment is purely temporary. Your initial engagement is for a period of 12 months or completion of the project which ever is earlier. Your engagement is subject to the following terms and conditions.

1. You will get a consolidated pay of Rs ----- per month. In addition to the above, you will get a fixed monthly T.A. of Rs----- for conducting tour within the project area in connection with the assigned job.
2. During the tenure of engagement you shall abide by the rules and regulation approved and stipulated by the DWAC. In case of any violation of the rules and regulations , management has the right to take any disciplinary action against you or termination of your assignment without assigning any reason thereof.
3. During the period of your engagement in the project, you will be required to work and attend to duty as may be assigned by the District Administration. Your place of posting is transferable anywhere within the District.
4. You will be required to produce the following documents before joining your assignment.
  - \* Medical certificate issued by a Medical Officer not below the rank of Assistant Surgeon in support of your physical fitness.
  - \* Character certificate issued by two respectable persons of your locality who are not related to you.
  - \* Relieve order or clearance certificate from present employer if employed.

If the information furnished to us in course of interview are found to be materially incorrect, inconsistent or false, your service shall be liable to be terminated without any notice.

The engagement can be terminated before expiry of the contractual period by the management and vice-versa giving 30 days notice by either side.

Your assignment is subject to unconditional acceptance of the above terms and conditions and also further subject to fulfilling all the requirements mentioned in this letter.

You are requested to report for duty to the PIA-----, Dist----- on or before --  
-----.

This engagement letter is sent in triplicate. Please retain one copy with you and return two copies with necessary endorsement to us for our record.

Thanking you,

Yours faithfully,

Project Implementing Agency  
Full signature With seal

Dist-----

I have carefully gone through the contents of the assignment letter. I undertake to abide by the terms And conditions set out in this letter.

Signature