

ASSESSMENT OF LIVELIHOOD RESOURCE CENTRES IN ANDHRA PRADESH



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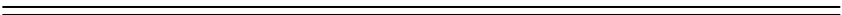
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Abbreviations and Acronyms

AKF	Aga Khan Foundation
AP	Andhra Pradesh
APMAS	Andhra Pradesh Mahila Abhivruddhi Society
APRLP	Andhra Pradesh Rural Livelihoods Project
CB	Capacity Building
CD	Course Director
CLRC	Cluster Livelihoods Resource Centre
CMS	Catalyst Management Services
CNRM	Centre for Natural Resource Management
CRD	Commissioner, Rural Development
CRP	Community Resource Persons
DCBC	District Capacity Building Centres
DFID	Department for International Development
DLLG	District Livelihoods Learning Group
DLRC	District Livelihoods Resource Centre
DRDA	District Rural Development Agency
DWMA	District Water Management Agency
EC	European Commission
EP	Enterprise Promotion
IAS	Indian Administrative Service
IFS	Indian Forest Service
LRC	Livelihoods Resource Centre
MoU	Memorandum of Understanding

MSSRF	M S Swaminathan Research Foundation
NGO	Non Government Organization
NLRC	National Livelihoods Resource Centre
NREGA	National Rural Employment Guarantee Act
NRM	Natural Resource Management
PE	Productivity Enhancement
PIA	Project Implementing Agency
PRP	Pool of Resource Persons
SERP	Society for Elimination of Rural Poverty
SHG	Self Help Group
SM	Social Mobilization
SWOT	Strength Weakness Opportunity Threat
ToT	Training of Trainers
USP	Unique Selling Proposition
WDT	Watershed Development Team



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The outputs discussed in this report are based on an independent assessment conducted by Catalyst Management Services (CMS), Bangalore. The assessment has been jointly commissioned by AKF and APMAS in consultation with the Commissionerate of Rural Development, GoAP.

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CS Reddy
C E O, APMAS

Executive Summary

In rural India, issues of livelihood for the poor and marginalized are linked to the nature of access and control over productive natural resources such as land, water and forests. Watershed development focuses on the sustainable use of natural resources within a geographical area, helping create sustainable livelihood resource base. Capacity building is a critical component in watershed development, more so in livelihood focused watershed development.

Through the Andhra Pradesh Rural Livelihoods Projects (APRLP) project supported by the Department for International Development (DFID) there was a renewed thrust on livelihoods promotion through capacity building in the context of watershed development. The project facilitated the formation of 22 District Livelihoods Resource Centres (DLRCs) and 55 Cluster Livelihoods Resource Centres (CLRCs). There is one DLRC in each district catering to capacity building needs of secondary stakeholders. The DLRC functions as a unit of DWMA (District Water Management Agency). Further, in each district, there are 5 to 6 CLRCs catering to training needs of primary stakeholders in 4 to 6 Mandals. CLRCs are also part of DWMA in the district.

Overall, DWMAs are responsible for management of DLRC and CLRCs in their district. DWMA provides funds to meet expenses relating to administration and personnel; and utilizes services of LRCs in conducting its training programs. CRD provides overall policy and administrative support relating to LRCs. APARD serves as a Resource Organization to build capacity of functionaries and network of Resource Persons associated with LRCs. There is a Consortium of Resource Organizations that supports APARD to serve as a Resource Organization. In some of the DLRCs and CLRCs, NGOs are associated as Anchoring Agency. Anchoring Agency is responsible for coordinating activities of the LRC. Anchoring is guided by Memorandum of Understanding (MoU) between DWMA, NGO, CRD and APARD. Some of the organizations are entrusted as Professional Agency to provide professional support to CLRCs. Andhra Pradesh Mahila Abhivruddhi Society (APMAS) is working as a National level support organization contributing towards sustainable self help group movement in India. The core strength of APMAS relates to "Institutional Development" as a theme. APMAS, with the financial support of the Aga Khan Foundation (AKF), under the European Commission

¹ CMS is part of Catalysts Group of Institutions, working in the social development sector in India, South East and South Asian Countries. The Group has presence of over 13 years; works in India and South Asian Countries. The Group houses CMS, a management consulting organisation, Vrutti - a livelihoods resource centre and Swasti - a health resource centre. More details on at <http://www.catalysts.org>

(EC)-funded SCALE project¹ has been making efforts to develop two Model DLRCs, so that best practices and learnings generated can be replicated across the State. APMAS is the only organization associated with the anchoring of DLRCs in the state.

APMAS and AKF in consultation with the Commissionerate of Rural Development (CRD) commissioned Catalyst Management Services (CMS), a part of the Catalyst group, to undertake an independent assessment of LRCs in AP. The overall purpose of the study was to make an independent assessment of LRCs in Andhra Pradesh; the focus being on assessing DLRCs anchored by APMAS and comparing them with those not supported by APMAS.

- To **independently assess the progress and impact** of the DLRCs and CLRCs anchored by APMAS, with a view to:
 - Benchmark achievements against DLRCs and CLRCs managed by DWMA and NGOs
 - Understand contextual factors at the grassroots and policy level which have contributed or impeded the process of achieving the desired impact
- To **review the institutional strength and weaknesses** of DLRCs, bringing in the experience of other similar livelihoods resource centres across India
- To **assess the sustainability of institutions** (DLRCs and CLRCs) and **benefits** drawn from them (directly or indirectly) by the communities
- To **document learning, best practices** related to the overall functioning of DLRCs and CLRCs in Andhra Pradesh
- To develop in a participatory manner **recommendations** for improving the contribution of livelihoods resource centres at the district and cluster level for poverty reduction

The study was largely qualitative and reflective in nature. The study involved desk review of secondary literatures, interaction with stakeholders at State level and also field study in 4 districts covering 4 DLRCs (2 APMAS anchored) and 6 CLRCs.

² Sustainable Community Based Approaches to Livelihood Enhancement Programme, which is implemented through a two-fold strategy of direct field implementation and facilitating wider learning and outreach. The programme is focused on the semi-arid and rain-fed regions of Western and Central India, and specifically in the states of Gujarat, Madhya Pradesh, Rajasthan and Andhra Pradesh. The programme is funded by a grant from the European Commission

Summary Findings

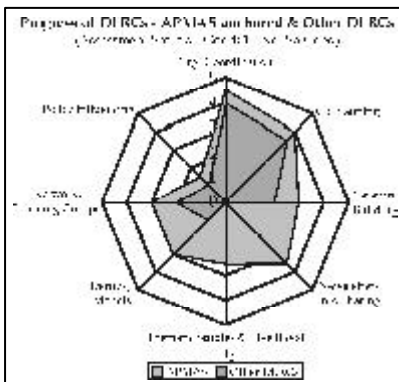
APRLP project has contributed to initiative relating to LRCs in AP. Initially, there was series of consultative meeting to develop long term vision for LRCs in the state. CRD, APRLP, APARD and Resource Organizations (part of APARD led consortium) have contributed in this process. LRCs in AP were visualized as long term resource centres to address the critical need for capacity building and other services related to livelihood promotion at the district/community level.

During the last 3 years of operations, the LRC initiative has taken shape in the State. There have been efforts to provide basic infrastructure, equipment and human resources to execute training programs. About 3,035 Resource Persons have been developed and associated with LRCs in the State. There has been significant progress with respect to number of trainings (till Nov'08, all the LRCs together have conducted 2,959 training programs). Given the capacity, systems and infrastructure, these LRCs are able to deliver training related to large government programs in an effective way (such as for NREGA). In the past, focus of LRCs has been on effective delivery of livelihood programs like watershed development, CLDP and NREGA.

LRCs have contributed for the capacity building of primary and secondary stakeholders. Interaction with primary stakeholders reveals that efforts by LRCs have resulted in increased awareness and effective delivery of DWMA programs at community level. In this initiative, NGOs have been associated in anchoring, providing professional support and contributing through Consortium of Resource Organizations. Study assessment reveals that anchoring agencies having professional expertise have been quite effective in anchoring. There has

not been continuity in involvement of Consortium of Resource Organizations, mainly due to inadequate clarity on role of Resource Organizations. Meanwhile LRCs have already emerged as effective organizations for coordination of training programs.

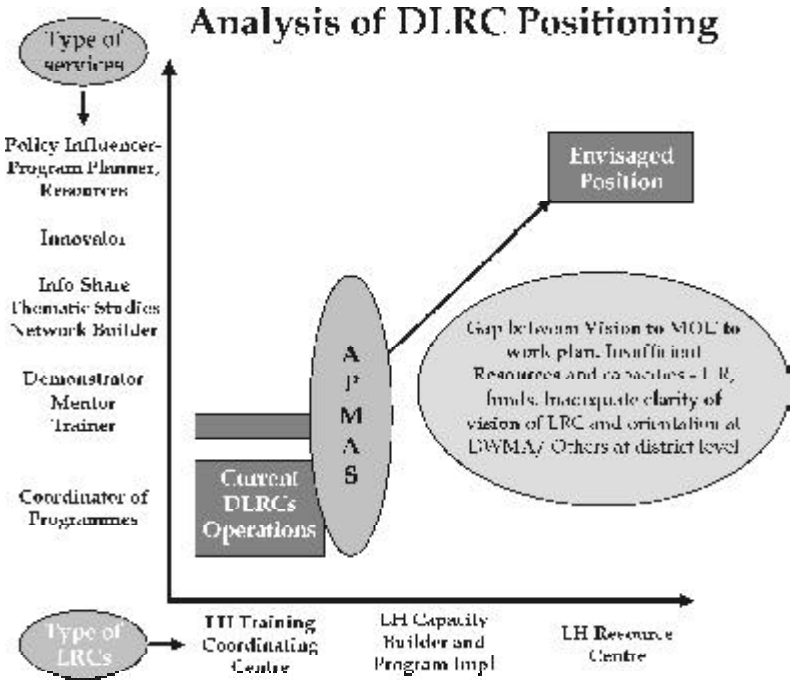
With the support of AKF, APMAS has been associated in anchoring 2 DLRCs, providing professional support to 10 CLRCs (in the



operational area of 2 DLRCs) and playing an active role in Consortium of Resource Organizations. The focus has been involvement in activities beyond training, such as dissemination of information through the newsletter, sharing livelihoods-promotion experiences through DLLG (District Livelihood Learning Group), demonstrations and conducting thematic studies. The efforts of APMAS-led LRCs have been able to address and achieve in areas that go beyond just training.

Most of the Anchoring Agencies are happy with the concept of LRC. However, they feel their role is limited to training coordination. The current MoU also visualizes training coordination as being the main role of the anchoring agencies.

The following diagram captures the Vision of LRC as an institution in the long-run, and how far it has been able to achieve towards its Vision. The long term vision on LRCs has been a shared vision of CRD and other stakeholders associated in the initial consultation process. The diagram provides positioning of the APMAS LRC (based on their activities) and that of other LRCs. The key factors that have limited the movement of LRCs to move towards the Vision are also highlighted.



(The Y axis in the graph above provides the kind of services that a LRC could potentially provide – moving from the first level of coordinating training to higher levels of policy influencing. The X-axis provides the type of LRC based on the kind of activities that it takes, i.e. the first level is a 'training coordination centre' to 'Livelihood resource centre' at the highest level. Against X and Y axes, the positioning of APMAS and other DLRCs, and the envisioned positioning are plotted.)

Currently, DLRCs are focussing as Livelihoods Training Coordination Centres, coordinating the training inputs of different programmes. There seems to be a gap between the vision of DLRC (as articulated by CRD and other stakeholders associated with the initiation of LRCs in the state) and the operational strategy depicted in the MoU and the Work Plan. Nevertheless, contribution to “training coordination” can be the first logical step to take up the role of a Resource Centre. Gradually, it can move towards training, mentoring, demonstrations, network-building, contributing through thematic studies, innovations, program planning and finally influencing policy. As new roles are added, the present form of Livelihoods Training Coordination Centre can move towards becoming full- fledged Livelihood Resource Centre.

The effort of APMAS has been “Pushing Focus” from training coordination to setting up a Resource Centre. This has generated some positive influence on the focus of LRC initiatives in AP. Clarity is called for on DWMA’s vision of LRCs and to add to the role of anchoring agencies related to resource centre activities (adequately reframing the MoU). The shift in focus towards Resource Centres would also require additional funds and human resources.

On the whole, the LRC initiative in Andhra Pradesh and the effort of APMAS for developing model DLRCs has been exemplary in terms of best practices and learnings. But there are also areas for reflection.

Best Practices

Some of the best practices observed in LRC initiatives in AP include - institutionalization of CB (capacity building) Planning process in DWMA; focus on participatory & residential training; formal MoU for anchoring of LRCs; infrastructure support to LRCs; working with a network of local resource persons and; appropriate selection of Course Director (linked to the envisaged role). In case of APMAS-anchored DLRCs - a district-focused Newsletter; DLRC working closely with CLRCs and facilitating sharing of experiences on livelihoods promotion through District livelihood Learning Group (DLLG).

Review of literature revealed that successful implementation of livelihoods programmes by NGOs like MYRADA, DHAN Foundation,

BAIF, WASSAN and SEWA has led to the promotion of LRCs. However, there are only few such organizations with experience and capacity to promote LRCs. A decentralized effort towards capacity building and resource centre services in livelihoods promotion was observed as being unique to Andhra Pradesh.

Way Forward

The study team analyzed the findings, learning and best practices generated through this study with the long term shared vision of CRD and other stakeholders associated with initiation of LRCs in the state. The study proposes one of the broad frameworks for promotion of LRCs in AP (given in the report). The study team clarifies that the proposed institutional framework may be viewed as one of the option(s). The institutional framework relates to the past experience of LRC initiative in the state. This may be viewed only as a broad framework, where in different departments of Government, NGOs, Private Companies and PRI Institutions implementing parts of the

framework in line with their own mandate, overall supporting promotion of livelihoods in the State. Facilitating implementation of the broad framework would require **further consultations** amongst stakeholders and convergence of resources/programs.

Study team suggests CRD to continue to strengthen the present network of CLRCs/ DLRCs as a network of DLRCs in the State. DLRCs are visualized as independent and sustainable institutions.

Few Short Term Recommendations (Among those Suggested in the Study)

Following are suggested strategic steps (and the overall process is likely to vary across districts) towards making DLRCs as independent and sustainable institutions:

- Consider CLRCs as branches of DLRCs
- Organize a State level consultation relating to strengthening of DLRCs in state
- Involve Professional Resource NGOs as Management Agencies of DLRCs at least for 5 years; to facilitate DLRCs towards becoming independent and sustainable institutions
- Provide core funding support to DLRCs
- Issue of Government Orders facilitating convergence of different

livelihood schemes, including orders for pooling training, capacity building and resource centre activities of different departments at DLRC level

- Formation of a small group to develop guideline for developing District Livelihood Plan; Issue of guideline relating to District Livelihood Plan
- Initiate formation of District Livelihood Learning Groups (DLLGs) in different districts
- Formation of Core Group from DLLG (involving senior functionaries and experts relating to livelihood promotion in the district) to facilitate development of District Livelihood Plan.
- Formation of Advisory Committee (proposed Governing body of DLRC) for the DLRC. Approval of the District Livelihood Plan by the Advisory Committee. Community Leaders can be part of the Advisory Committee and later the Governing Body of the DLRC as independent society.
- Provide required funding support for implementation of the District Livelihood Plan. Recruitment of additional staff in DLRCs to take up Resource Centre activities.
- Implementation of District Livelihood Plans. This may include some of the resource centre activities being implemented in APMAS anchored DLRCs.
- Register DLRCs as Autonomous Public Society. Representatives of DWMA, DRDA, SERP, Resource NGO, Private Companies and
- Involving Professional Resource NGOs in governance and in day to day management of DLRC. The Representative of Management Agency may serve as Convener of Governing Body of DLRC.

Immediate Recommendations:

- Anchoring agencies may be provided financial support for institutional involvement, cash flow management and to take up some of the resource centre activities (based on experience of APMAS anchored DLRCs)
- CRD may focus on mobilization of special funding support from GoI and Bilateral/Multilateral donors to operationalize the proposed institutional framework

- There is need for close and continuous monitoring and review by CRD and the need to develop a monitoring format and allocate responsibilities to undertake this on a regular basis
- INGOs like AKF may further focus on developing Model Resource Centres – in line with the proposed framework
- There is also need for innovative efforts by INGOs to promote Area based Enterprise/Employment Facilitation Centres

Few Recommendations for APMAS

- To further pursue its efforts towards promoting 2 Model DLRCs
- Be a long-term Management/Anchoring Agency for at least 4 DLRCs Services of senior functionaries associated with the project could also be utilized in more number of districts.
- Facilitate revision of the MoU to more adequately reflect the vision
- Advocate for a single institutional structure with CLRCs being recognized as a part of the DLRCs
- Facilitate the development of monitoring system to assess the outcome and impact of D/CLRCs
- To become a State/National level Thematic Resource Centre focusing on Institution Building in relation to livelihood promotion
- Work towards refining institutional framework and developing operational guidelines for autonomous DLRC (based on experience of anchoring DLRCs)
- Develop operational guidelines for Village Livelihoods Facilitation Centers.

Overall, this study has been a quick, qualitative and reflective one, attempting to make an Assessment of LRCs in AP. CMS feels that the implementation of recommendations of the study would help in strengthening the ongoing livelihood promotion efforts in the State.

Section I : Introduction

The Study

Purpose of the Study

Decentralization of capacity building through LRCs is a need based unique initiative. This was originally conceptualized under the DFID assisted APRLP project and later mainstreamed by CRD, Government of AP. Over the last three years, the LRC framework has taken shape. At the same time, there has been a systematic effort by APMAS with support of AKF to develop model DLRCs. It would also be important to reflect on the experience of APMAS, by comparing APMAS anchored DLRC with other DLRCs. It is appropriate time to capture the best practices and learning, which could strengthen the LRC framework in the State and also contribute towards similar initiatives in other States of India.

The overall purpose of the study was to make an independent assessment of LRCs in Andhra Pradesh; the focus being on assessing DLRCs anchored by APMAS and comparing with those not supported by APMAS.

APMAS and AKF in consultation with CRD commissioned Catalyst Management Services (CMS), a part of Catalyst group to undertake independent assessment of LRCs in AP.

Study Objectives

The objectives of the study were as follows:

- **To independently assess the progress and impact of the DLRCs and CLRCs anchored by APMAS, with a view to:**
 - Highlight their achievements as against those of the DLRCs and CLRCs managed by DWMA and NGOs
 - Understand contextual factors at the grassroots and policy level which have contributed to or impeded the process of achieving the desired impact
- **To review the institutional strength and weaknesses of DLRCs, bringing in the experience of other similar livelihoods resource centres across India**

- **To assess the sustainability of the institutions (DLRCs and CLRCs) and benefits drawn from them (directly or indirectly) by the communities**
- **To document the learnings and best practices related to the overall functioning of DLRCs and CLRCs in Andhra Pradesh**
- **To develop, through a participatory approach, recommendations for improving the contribution of livelihoods resource centres at the district and cluster level towards poverty reduction**

APMAS and AKF in consultation with CRD commissioned Catalyst Management Services (CMS), a part of Catalyst group to undertake independent assessment of LRCs in AP.

Scope & Methodology

The study was largely qualitative and reflective in nature and involved desk review of secondary literature, interaction with stakeholders at State level and also a field study in 4 districts. Desk review of literature included review of documents related to the LRC initiatives in AP, AKF & APMAS efforts to develop model LRCs and also the experience of other LRCs in India and elsewhere.

There was in-depth interaction with functionaries of CRD, APARD and Resource Organizations already a part of the State level consortium (BAIF, WASSAN, CSA, CARE & AKSHARA). In depth interactions were guided by a checklist. The checklist was developed in line with the objectives of the study.

The field study covered 4 districts viz. Adilabad, Kadapa, Rangareddy and Kurnool. It covered 2 Districts i.e. Adilabad and Kadapa, where APMAS has been anchoring the DLRCs. In each of the districts (except Kurnool), two sample CLRCs were identified. In total, 4 DLRCs and 6 CLRCs were covered in the field study. APMAS in consultation with CRD identified the two non APMAS anchored DLRCs and 6 CLRCs on a purposive sampling basis, with a focus to maintain diversity (profile of anchoring agency & geographical representation) in the sample selected. The following table lists the samples of the field study:

DLRCs	Anchored By	CLRCs	Anchored By
Kadapa	APMAS	Pulivendula	CDS
		Rajanpeta	DWMA
Adilabad	APMAS	Utnoor	DWMA
		Kaghaznagar	DWMA
		Vikarabad	DWMA
Ranga Reddy	DWMA	Parigi	WASSAN
Kurnool	DWMA		

Four days were spent in each of the field study districts by one of the Senior Consultants associated with the study. Besides field visits to the LRCs & study of documents there, there were interactions with different stakeholders including functionaries of LRCs, DWMA, line departments & NGOs; PRPs & CRPs and trainees of LRCs. The study team also had the opportunity to observe the on-going training programmes and visit some of the demonstration villages adopted by LRCs. APMAS team members provided coordination and logistic support. The study team also received independent inputs from senior functionaries of APMAS and AKF.

Responses obtained from the study have been entered in an MS Excel database which was shared with APMAS. The responses were classified as perception, facts, assessment and suggestions. The inputs obtained from the field study, interaction with state level stakeholders and literature review has been analyzed through a reflective process.

About Catalyst Management Services (CMS)

CMS is part of Catalyst group of institutions. Catalyst is a leading development support group in India. The group comprises of CMS – the Consulting Firm, Vrutti – Livelihoods Resource Centre and Swasti – Health Resource Centre. The group has more than 10 years of experience of supporting organizations working on livelihood promotion in India and South/Southeast Asia. In the past, CMS has worked with International Non Government Organizations (INGOs), bilateral and multi lateral organization, Govt., private companies and also Civil Society Organizations (CSOs). In the past, it had supported efforts of several DFID assisted Rural Livelihood Projects like KAWAD, APRLP, WORLP, MPRLP and OTELP. In Oct'2007, it had facilitated the Rural Livelihoods Experience Sharing Workshop organized by DFID and APRLP.

Initiatives in Livelihoods Support in AP: a Background

Livelihoods of the poor and marginalised sections in rural India depend on access to and control over natural resources like land, water and forest. Watershed development was one of the means of ensuring this access. But, in due course, it was realized that stand-alone watershed development would not ensure sustainable livelihoods. Local inhabitants need to be at the centre of watershed development. In 1995, participatory watershed development was initiated across the country. However, it was increasingly felt that participatory watershed development is generally benefiting the better-off households and not the poorest families. In villages, the poorest families are mostly landless wage earners.

At this juncture, in 1997, the Government of Andhra Pradesh, with the support of the Department for International Development (DFID), Government of UK, launched the Andhra Pradesh Rural Livelihoods Project (APRLP). APRLP project provided critical support to ongoing watershed projects, and to centralize livelihood concerns in watershed development. This led to the initiation of the watershed - plus approach. In 2001, the pilot phase of APRLP was initiated in 5 districts of the state.

Capacity building is a critical component in watershed development, more so in livelihoods-focused watershed development but lacks adequate focus. Through APRLP there was a renewed thrust on this aspect by setting up exclusive District Capacity Building Centres (DCBCs) in the 5 pilot districts. Based on experience, in 2004-05, a network of Livelihoods Resource Centres (LRCs) were formed to scale up the APRLP experience. This included 22 District Livelihoods Resource Centres (DLRCs) and 55 Cluster Livelihoods Resource Centres (CLRCs).

Based on the experience of DCBCs and initial consultations with different stakeholders, CRD has facilitated the network of LRCs in the state. In each of the districts, there is a District Livelihoods Resource Centre (DLRC) catering to capacity building needs of secondary stakeholders. The DLRC functions as a unit of DWMA. Further, in each district, there are 5 to 6 Cluster Livelihoods Resource Centres (CLRCs) catering to training needs of primary stakeholders in 4 to 6 Mandals. CLRCs are also part of DWMA in the district.

Overall, DWMA's are responsible for management of DLRC and CLRCs in their district. DWMA provides funds to meet expenses relating to administration and personnel; and utilizes services of LRCs in conducting its training programmes. CRD provides overall policy and

administrative support relating to LRCs. APARD serves as a Resource Organization to build capacity of functionaries and network of Resource Persons associated with LRCs. There is a Consortium of Resource Organizations that supports APARD to serve as a Resource Organization.

In some of the DLRCs and CLRCs, NGOs are associated as Anchoring Agency. Anchoring Agency is responsible for coordinating activities of the LRC. Anchoring is guided by Memorandum of Understanding (MoU) between DWMA, NGO, CRD and APARD. Some of the organizations are entrusted as Professional Agency to provide professional support to CLRCs.

In each of the DLRCs and CLRCs, there is a Course Director, one Office Assistant cum Computer Operator and a night watchman. Course Director and designated support staff coordinates the activities of LRCs.

A Pool of Resource Persons (PRPs) drawn from line departments and NGOs serve as Resource Persons in the LRCs. As required, their services are hired on case to case basis. Based on guidelines issued by CRD, they are paid honorariums for their services. The amount of honorarium is different for PRPs associated with DLRC and CLRC. Similarly, there is panel of Community Resource Persons (CRPs) which supports the activities of CLRCs.

DLRCs function from the TTDC premises. Under the World Bank Project, TTDC (focusing on skill training and technology facilitation) have been promoted at the district level. CLRCs function either from premises of the anchoring agency or DWMA field offices at the cluster level. Recently, some of the CLRCs were provided with independent buildings.

CRD and also other stakeholders associated with livelihood promotion envisage LRCs as long-term sustainable institutions with focus on livelihood promotion. The thrust of these institutions is to serve as Resource Centres i.e. to move beyond training and capacity building. DLRC and CLRCs are managed by District Water Management Agencies (DWMAs). The Andhra Pradesh Academy of Rural Development (APARD) serves as the nodal agency. APARD also coordinates with the Consortium of Resource NGOs at the State level. Commissioner, Rural Development (CRD), Government of AP provides policy direction to the LRC initiative. Non Governmental Organizations (NGOs) are associated in anchoring some of the LRCs (mainly CLRCs; 2 DLRCs in case of APMAS). Some of the Consortium Organizations like CARE and APMAS have also been associated with providing professional support (like support in developing CB plan and in designing training) to CLRCs in different districts.

APMAS and LRCs

Andhra Pradesh Mahila Abhivruddhi Society (APMAS) is working as a national level support organization contributing towards sustainable self-help movement in India. In the year 2001, it was registered as an autonomous Non Government Public Society. With proven experience and expertise in capacity building of Self Help Groups (SHGs) and SHG federations, APMAS has entered into livelihood promotion. The core strength of APMAS lies in the concept of “Institutional Development.”

Since November 2005, APMAS has been anchoring two DLRCs at Adilabad and Kadapa. APMAS is the only agency other than DWMA anchoring DLRCs in the State. The anchoring of LRCs is guided by a formal Memorandum of Understanding (MoU) between the Anchoring Agency/APMAS, CRD, DWMA and APARD. The role of the Anchoring Agency as envisaged in the MoU is given in **Annexure 1**.

Since April 2007, APMAS has also started providing professional support to 10 CLRCs (6 in Adilabad and 4 in Kadapa district). Professional support of APMAS includes support in developing CB plan, strengthening the training process, providing resource materials, designing trainings (including content and resource persons) and guidance to the Course Director. APMAS also provides administrative support, like maintaining records and files. Besides anchoring and professional support, as a member of the consortium of resource organizations, APMAS has worked closely with CRD and APARD. It has played a supportive role in developing a training module on Financial Management for Course Directors (as Trainers) of LRCs. Besides, APMAS has conducted Training of Trainers (ToT) (Course Directors as Trainers) on themes like institution building, participatory training methodologies, book-keeping and financial management. However, interaction with key persons of organizations associated with the Consortium of Resource Organizations reveals that the consortium had a very limited involvement in strengthening the LRC network in the State.

This initiative of APMAS is being financially supported by the Aga Khan Foundation (AKF) under the European Commission (EC) funded SCALE project. AKF support to APMAS relates to developing two Model DLRCs.

Model DLRCs are supported with additional human resources i.e. a Livelihood Manager to oversee the activities of the DLRC. Each of the model DLRCs have been provided with a four-wheeler vehicle with a driver. Further financial support has been made available to take up activities beyond training and capacity building. These activities include:

- Dissemination of livelihood promotion through monthly newsletter (in local language)
- Facilitating formation of District Livelihood Learning Group (DLLG); DLLG comprises of individuals and organizations (both in Government and outside) associated with promotion of livelihoods in the district. DLLG serves as a forum for sharing experiences relating to promotion of livelihoods. APMAS facilitates meetings of DLLG.
- Conducting district-focused sub-sector studies (such as one on oilseeds). Such studies are conducted as part of the internship of students and also as independent studies. These studies have generated information on the status and trends in the sub-sector and areas of intervention. The reports are shared with the stakeholders.
- Demonstration of specific themes in model villages. DLRC facilitates interventions relating to specific themes like institution development and post-watershed management, in specific villages. This is expected to provide a hands-on understanding for DLRC team members, create knowledge and develop models on the theme. The model village site is used for exposure visit of trainees. The demonstration is facilitated by a Community Resource Person supported under the AKF project.

These add-on activities have enhanced sharing amongst livelihood promoting organizations (through DLLG), increased access to livelihood information (through newsletter) generated new knowledge (with the help of demonstrations) and also helped in identifying new interventions (through studies). Most of these activities interface with each other – for instance, sharing in DLLG also leads to new field trials and ideas generated in the sub-sector studies help in creating new interventions at the demonstration village site. Overall, such activities have improved upon the identity of DLRCs – as a Resource Centre.

Section II : Study Finding

Critical Findings of the Study

Progress of LRCs

CLRCs have been provided with audio visual equipments. At the time of the field study, 42 CLRCs had their own buildings. Such buildings have basic facilities for overnight stay. This helped the CLRCs to conduct residential training programmes for primary stakeholders and further contributed to their visibility and recognition. However, the DLRCs continue to function from the premises of TTDCs. They do not have adequate infrastructure and facilities to take up residential training programmes for secondary stakeholders.

Activities of LRCs are currently coordinated by Course Directors with the support of support staff. Most of the Course Directors have necessary experience and expertise to undertake “training coordination”. Absence of Course Directors in some of the LRCs has affected the smooth functioning of LRCs. As on December 2009, in 8 DLRCs (including Kadapa), there were no Course Directors. In the APMAS-anchored DLRCs, in contrast, additional staff support of Livelihood Manager and availability of a vehicle has enabled DLRCs to take up other resource centre activities, beyond training.

Financial Progress

During the year 2008-09, the combined budget of all the LRCs is estimated to be Rs. 11.35 crores. By the end of November '08, 31 % of the budget had been utilized. Currently funds available to LRCs in a district range from Rs.30 to Rs. 50 lakhs in a financial year. The LRC initiative has contributed to the utilization of capacity building funds available with DWMA. Most of the stakeholders perceive that sufficient funds are available for the activities of LRCs. However, considering the need and demand for livelihood-related training and other resource centre activities in the district, the study team felt otherwise. Overall, there has been progress with regards to the conduct of training programmes.

Physical Progress

Till November'08, all the LRCs together conducted 2,959 training programmes. Of these, a large proportion of training programmes relate

to NREGP, followed by Social Mobilization, Natural Resource Management (NRM) and Productivity Enhancement (PE). Less than 10% of the training programmes have focussed on Enterprise Promotion (EP). However, originally the LRCs were visualized to focus more on enterprise promotion, besides other thematic areas like NRM.

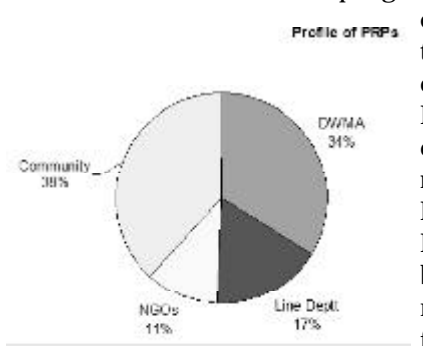
It is widely recognized and appreciated that LRCs have played a key role in the initiation/delivery of programs like NREGA. The government functionaries appreciate the abilities of the LRCs to deliver capacity building support for large programmes from the Government within a short span of time. There is no major variation in the profile of general and financial progress in APMAS-anchored DLRCs and other DLRCs.

Some efforts were made by the APMAS to increase the number of training programmes by mobilizing from other sources (NGOs and line departments). There seems to be limited opportunity to offer training to non-DWMA clients. Interactions revealed that APMAS-anchored DLRCs were more focussed on the add-on resource centre activities like newsletter, DLLG and conducting studies.



Network of Resource Persons

LRCs have been able to execute the training programmes, through a network of PRPs and CRPs. At present, there are 3,035 Resource Persons associated with LRCs in AP. More than a third of these are from the community, and a similar proportion from DWMA. Community Resource Persons include progressive farmers, entrepreneurs and community leaders.



About a fifth of these are from the Line Departments of the Government and few from NGOs. Totally, services of about one-third of the resource persons are regularly utilized by the LRCs. Preference is given for utilizing a Resource Person who has proven to be effective. It is also a fact that, as most of the training programmes focussed on NREGP (explaining

guidelines and operational details), there was limited scope to involve Resource Persons from the community and the NGOs. At the CLRC level, services of CRPs have been quite effective. In this process, a cadre of Resource Persons has emerged from the initial pool identified to support the LRCs.

Towards developing Model DLRCs

During interactions with State level functionaries, we found that the LRCs were visualized as Resource Centres. The initial thrust has been on institutionalizing training programmes at the district level. Interaction with different stakeholders at the district and State level showed that the operational detailing of LRCs (as a Resource Centre) is yet to emerge. Meanwhile, APMAS with the support of AKF has initiated some of the add-on activities in the DLRCs including thematic studies, formation of District Livelihoods Learning Group (DLLG) and dissemination of information through newsletters. The following table details the assessments of different additional activities and also indicates some of the suggestions for strengthening the same.

Activities	Assessment	Suggestions
Newsletter	Benefits of Newsletter acknowledged by stakeholders; Covers district specific contents	Explore possibility of pricing the Newsletter
DLLG	Creating opportunity for sharing livelihood promotion experiences	Include private companies; DLLG meetings need to be facilitated at least once in a quarter
Thematic Studies	Sub Sector studies helped in understanding issues and identification of scope for interventions	Involve DLLG while commissioning thematic studies Disseminate thematic studies in DLLG meetings
Demonstration	Themes for demonstrations has been carefully decided; Direct demonstration by LRC is affecting focus of LRC as a Resource Centre	Facilitate demonstration through Project Implementing Agencies

The study team felt that there could be eight broad activities of DLRCs:

- (a) **Training Coordination** – ability to deliver the training programmes effectively in terms of understanding needs, developing course materials, methodologies, training of resource persons and managing the delivery of training to the satisfaction of the stakeholders

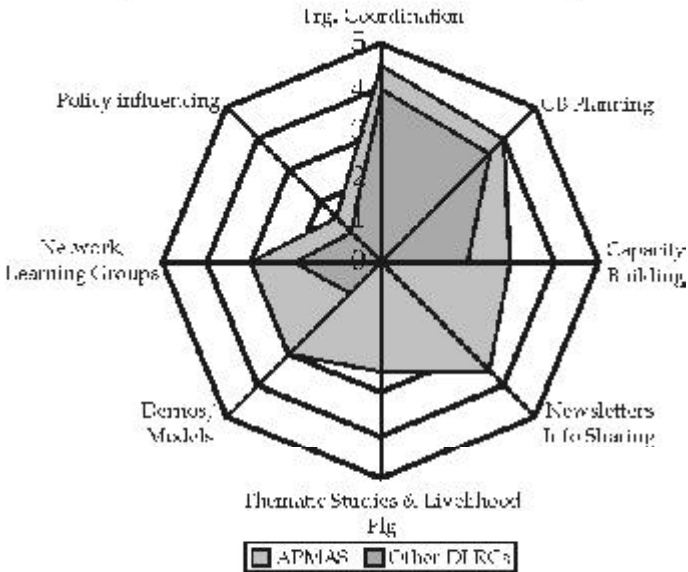
- (b) Planning for Capacity Building** - Assessing the capacity building needs of personnel at the district level on various areas of livelihood promotion, identifying opportunities, developing capacity building strategies, resource persons, training calendars and resource planning for training
- (c) Capacity Building** – Being involved in building capacities of the livelihood facilitators from various agencies, not just limited to one-off trainings, but providing field level hand-holding support and be a resource agency to clarify thoughts, methods, etc.
- (d) Information Sharing** – Periodical and systematic sharing of relevant information with various stakeholders, with district-specific ideas and methods, through newsletters, etc.
- (e) Thematic studies / livelihood planning** – To undertake periodical studies and planning for livelihoods that are specific to the issues and challenges to livelihood promotion in the district.
- (f) Demonstration / model development** – To develop field models and demonstration plots involving primary stakeholders to try out new ideas, train the participants during the process and demonstrate processes and results for easy adoption with focus on facilitating demonstration through implementing organizations /community groups.
- (g) Networking / learning group** – To form networks of the agencies and individuals involved in livelihood promotion in the district to create a platform for discussing issues, learn together and develop solutions
- (h) Policy influencing** - To develop evidence from the field, studies and learning forums and periodically engage with policy makers at the district and local levels for making policies and practices in favour of effective livelihood promotion.

Against these potential areas of work of LRCs, progress of both APMAS and other DLRCs covered in field study were assessed on a scale of 0 to 5 (0 – Not Observed, 1 – Not So Good, 5 – Good). The assessment is produced in the following spider diagram.

DLRCs (both APMAS and DWMA anchored) have significantly contributed to development of CB plan and training coordination. There

has been thrust on developing CB plan (as it was envisaged as an integral part of the functioning of LRCs) and also participatory processes in the implementation of training programs. Senior functionaries of APMAS have provided inputs on designing the training programs that includes session plan, emphasized on field visit along with training and facilitated linkage with resource persons. There has been focus on step by step approach in developing CB plan. This include participatory training need analysis with secondary stakeholders, deciding potential training programs, seeking inputs of DWMA functionaries, linking to available budget/availability of resource persons, developing CB Plan and facilitating approval of the plan at district level. CB Plan includes a calendar of events. APMAS provides professional support to the CLRCs associated with APMAS anchored DLRCs in developing their CB Plans. Further APMAS consolidates the plans of CLRCs at district level. In case of APMAS anchored DLRC, there is relatively more focus on capacity building as a process. These include careful selection of exposure visit sites and follow up linkages with trainees. In case of other DLRCs, training program is considered more as an event. There is limited preparation prior to the training. The follow up linkages with trainees (relating to inputs received) is also not observed.

Progress of DLRCs - APMAS anchored & Other DLRCs
 (Assessment score 5 - Good; 1 - Not So Good)



In case of APMAS-anchored DLRCs there is more emphasis on participatory training. This includes involvement of participants in refining the schedule and in taking different roles for successful completion of the training. During the training, participants are divided in small groups to take up roles like reporting, arrangement for food, ensuring participation and collecting/giving periodic feedback to organizers/resource persons. Focus on participatory training was also observed in some of the other DLRCs, especially where the Course Director had prior experience of conducting participatory training (having worked with or trained by APRLP or an NGO).

Information through newsletter (in case of APMAS anchored DLRCs) provided opportunity for district level stakeholders to share their knowledge and experience with some attempt to generate district focused content. Each of the APMAS-anchored DLRCs also conducted district-focused sub-sector studies such as one on oilseeds. The study findings were disseminated. This created awareness amongst livelihood promoting organizations. However, the study team did not come across linkages of the studies with livelihood planning and intervention. APMAS-anchored DLRCs may consider tracking implications of the sub-sector studies on livelihood promotion efforts in the district. This would also help in taking up need-based studies.

Livelihood promotion in the district relates to several departments like agriculture, horticulture, fisheries, animal husbandry, industries; independent agencies like Banks, DRDA and DWMA; and also NGOs. Many a times, there is inadequate coordination and convergence between livelihood promoting organizations/departments. There is need for developing District Livelihood Plan in the district. This would provide clarity in interventions and promote collective efforts. Pointers for developing plan can be developed through review of literature, analysis of data, sub-sector studies, documenting successful livelihood promotion experiences, consultations with stakeholders, mapping resources and understanding on going interventions. APMAS anchored DLRC may facilitate a planning process in one district. Based on experience, this can be formalized as a core function in DLRCs.

District Livelihood Learning Groups initiated by APMAS have provided opportunity to different livelihood promoters to share their experience. This has served as a forum to know each other and establish linkages. For example, through interaction at DLLG, local NGOs became aware of activities of Krishi Vigyan Kendra (KVK). This led to coordinated

efforts by KVK, local NGO and DLRC in one of the demonstration village of DLRC. Interaction at DLLG has also led to identification of potential Resource Persons. Study team observed that interaction at DLLG has led to greater involvement of agriculture department officials as Resource Persons, in training programs of DLRC. Success of DLLG has been quite evident, as different departments like CADA other than DWMA have expressed interest to host DLLG meetings. Consistent effort to promote DLLGs can potentially contribute towards development of livelihood think tank in the district. This can further contribute towards initiation of livelihood planning in the district.

DLRCs through CLRCs have emphasized on the creation of demonstration sites on specific themes like on post watershed management and institution building. This initiative has been mainstreamed across LRCs in the State. It was observed that, efforts towards creation of demonstration sites or model village is consuming substantial time on the part of Course Directors. They are finding it difficult to focus on both implementation (in demonstration sites) and training. LRCs may focus on facilitating demonstration rather than doing it themselves. Nevertheless progress with regards to demonstration is quite visible like with efforts of APMAS anchored DLRCs, people have been able to harness benefit of watershed development through effective functioning of watershed association. DLRCs have contributed to some extent for effective implementation of different schemes like Watershed and NREGA. Training inputs of DLRCs relating to operational guideline of NREGA has contributed to effective implementation of NREGA. Similarly, through training inputs, community leaders became more aware of operational aspects of watershed guideline pertaining to different community institutions like watershed associations and user groups.

DLRCs primarily focused on training and capacity building through development of CB Plans. Overall, the focus on CB plan has started yielding result. Earlier in absence of CB plan, training activities were not adequately focused and funds allocated for capacity building was remaining unutilized. Both DLRCs and CLRCs have played a key role in coordinating the training programs. Nevertheless, there are also deviations observed across DLRCs. This includes delay in approval of CB plan, deviation in execution of CB plan and also delay in release of funds.

In case of APMAS anchored DLRCs, there has been focus on resource centre type activities i.e. CB plus. Outcome of these efforts like increase

in awareness amongst livelihood promoters on livelihood interventions, improved understanding on different sub sectors of livelihoods and improved sharing of learning is quite visible at district level. During the field study, different stakeholders also acknowledged that APMAS anchored DLRCs are focusing as Resource Centres. Other DLRCs can adopt some of the practices/activities of APMAS anchored DLRCs.

However, the study team felt that there is still need for further strengthening the APMAS anchored DLRCs. The effort towards promoting the Model DLRCs is “Work in Process”. APMAS anchored DLRCs could focus on integrating different resource centre activities. As mentioned earlier, the activities of DLRC can be guided by a District Livelihood Plan – facilitated by core group of stakeholders associated with promotion of livelihoods in the district. This would further lead to establishing organic linkages between activities. For example livelihood promotion experiences shared in DLLG would feature in Newsletter. Some of the DLLG members would contribute towards convergence of programs at district level. The findings of sub sector studies can also be shared in DLLG meeting.

Overall, the focus on CB plan has started yielding result. Earlier in absence of CB plan, training activities were not adequately focussed and funds allocated for capacity building were unutilized. There are also deviations observed across DLRCs. This includes delay in approval of CB plan, deviation in execution of CB plan and also delay in the release of funds.

Services and Management of LRCs

Most of the LRCs are developing their Annual CB Plans. CB Plans developed by LRCs relate to demand from the community/ stakeholders and also availability of funds. However, in case of the APMAS-anchored DLRCs, the thrust was on the “process” of developing the CB plan, which includes need analysis, a systematic consultative process and inputs from experts.

Through LRCs there was effective utilization of CB funds. However, about fifty percent of activities of LRCs relate to the approved CB plan. This is mainly due to the shift in priorities of DWMA to conduct training programmes relating to NREGP. In some instances, delay in the flow of funds has affected implementation of the approved CB plan. In this context, anchoring agencies’ access to own funds (as in the case of

APMAS) is a critical factor for continuation of activities of LRCs in line with the CB plan.

Interaction with the community reveals that there is a demand for hand-holding / facilitation support (beyond training) from LRCs. Currently LRCs are providing such services in a very limited manner. Anchoring NGOs working on specific themes like BAIF on livestock development and WASSAN on watershed development are able to provide some facilitation services. However, the study team felt that in the long run, it may be difficult for a district-focussed LRC to provide hand-holding services at the community level. This may require promotion of Livelihood Facilitation Centres at the village level.

Currently, there is a limited linkage between DLRC and CLRCs. The role of DLRCs is limited to consolidation of CB Plans of CLRCs. However, most of the CLRCs are looking for day-to-day support of DLRCs in different areas like identification of Resource Persons, designing the training programmes, services of DLRC as Resource Persons, facilitating linkage with line departments / other Livelihood Promoting Organizations, sharing latest updates on livelihood promotion within / outside the district and also administrative support like sharing / clarifying the DWMA / CRD circulars. In case of APMAS anchored DLRCs, there has been some efforts to link up the DLRC with CLRCs in the district. This includes CD – DLRC serving as Resource Person in CLRC, supporting in developing training methodology and sharing of information.

Towards the Vision of LRCs

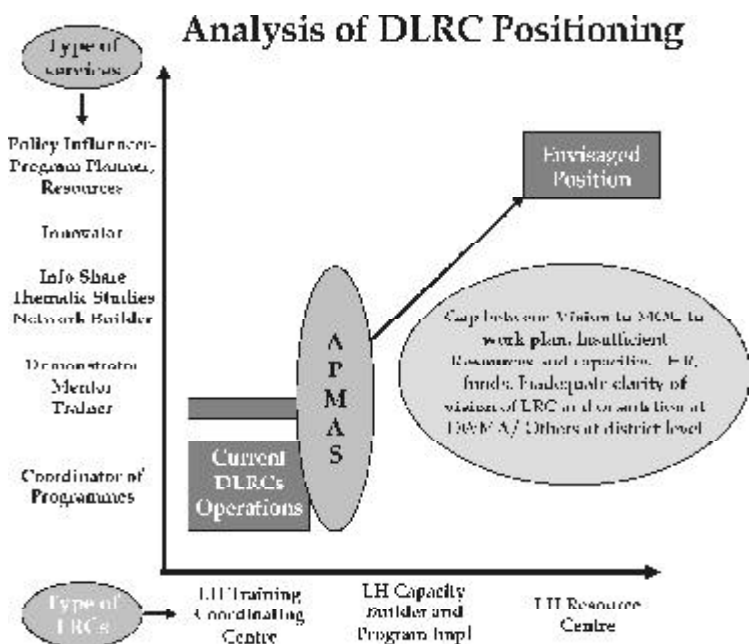
Across LRCs there has been some progress towards institutionalization of training programmes through CB plan. This has been mainly because of focus of DWMA and CRD on training and capacity building. Linkage of the Course Director with ongoing livelihood promotion efforts has facilitated different exposure visits. In case of LRCs anchored by Resource NGOs, the quality of trainings has improved. Irrespective of anchoring agencies, the support of PD – DWMA has been critical in achieving progress. Most of the training inputs have been largely input-driven, with some orientation towards outcome. At this stage, it is difficult to establish linkages between training inputs and outcome at community level.

In case of Resource NGO anchored LRCs (like APMAS and WASSAN), the focus/efforts towards resource centre is quite visible. WASSAN has

integrated activities of CLRC anchored by it with its ongoing projects like NAIP. The participants in different training programmes of CLRCs are able get practical exposure to watershed related interventions in WASSAN project villages. The learnings of its project villages are getting integrated into the future design of training of CLRCs. The expertise of APMAS relating to institution development has contributed to a systematic planning and implementation in DLRCs and CLRCs with which APMAS is associated.

Most of the Anchoring Agencies are happy with the concept of LRC as an institution. However, they have experienced that, their role is limited to training coordination. The current MoU also visualizes that the role of anchoring agencies is mainly training coordination. Currently, the role of Resource Organizations (as Anchoring Agencies) to work towards developing a Resource Centre is very limited.

The following diagram captures the Vision of LRC as an institution in the long-run, and how far it has been able to achieve its Vision. It also provides a positioning of the APMAS LRC (based on their activities) and that of other LRCs. The key factors that have limited the movement of LRCs to move towards the Vision are also highlighted.



[Note: The Y axis in the graph above provides the kind of services that a LRC could potentially provide – moving from the first level of coordinating training to higher levels of policy influencing. The X-axis provides the type of LRC based on the kind of activities that it takes, i.e. the first level is a 'training coordination centre' to 'Livelihood resource centre' at the highest level. Against X and Y axes, the positioning of APMAS and other DLRCs, and the envisioned positioning are plotted.]

Currently, DLRCs are focusing as Livelihoods Training Coordination Centres, role being coordinator of training inputs of different programs. There seems to be gap between the vision of DLRC (As articulated by CRD and other stakeholders associated in the initiation of LRCs in state) and the operational strategy depicted in the MoU and the Work Plan. Nevertheless, contribution to “training coordination” can be the first logical step to take up the role of Resource Centre. Slowly there can be movement towards taking on the role of trainer, mentor, demonstrator, network builder, contributor through thematic studies, being an innovator, program planner and finally as policy influencer. As new roles get added, the present form of Livelihoods Training Coordination Centre can move towards becoming full fledged Livelihood Resource Centre.

The effort of APMAS has been “Pushing Focus” from training coordination to becoming a Resource Centre. The support provided from AKF towards this is found very useful. This has generated some positive influence on the focus of LRC initiative in AP. The envisaged vision can be achieved with renewed focus and broad-basing the activities of the LRCs. There is a need to enhance clarity of DWMA on vision of LRCs and add on role for anchoring agencies related to resource centre activities (reframing the MoU). The shift in focus towards Resource Centre would also require additional funds and human resources.

Based on the experience of APMAS, the following activities could be taken up by other DLRCs:

- Focus on systematic preparation before the training
- Post-training follow up support to trainees
- Strengthening the process of developing CB plan
- Focussing on training process and participatory training
- Formation of District Livelihood Learning Group (DLLG); Facilitating meetings of DLLG
- Publishing district focussed News Letter on Livelihood Promotion in Telugu language
- Enhancing linkage between CLRCs and DLRCs (moving towards CLRCs as units of DLRCs)

In due course, other activities could be taken up, such as:

- Formation of a Core Group to initiate a district Livelihood Planning Process
- Conducting need based Sub Sector Studies – under the guidance of the Core Group
- Facilitating demonstration through Project Implementing Agencies
- Facilitating convergence between line departments and other Livelihood Promoting Organizations.

With experience, in the long run, efforts need to move towards:

- Promoting District focussed Autonomous Livelihood Resource Centre
- Facilitating development and implementation of District Livelihood Plan (beyond DWMA CB plan)

Nevertheless, the move from Training Coordination Centre to Resource Centre must be a gradual process. The pace of transformation need not be uniform across different districts. . Interaction of study team with senior CRD functionaries also revealed that in the initial years, the focus of LRCs has been on “training”. Although it is quite challenging, in due course some of the LRCs would transform as visualized “Resource Centres”. In this context, experience/learning of APMAS and AKF would contribute to the long term process developing LRCs in the State.

Impact of LRCs

Most of the LRCs have contributed to improved delivery of DWMA programs. There has been improvement in utilization of capacity building funds. LRCs have been able to facilitate coordination between DWMA schemes. There has been increase in awareness of different Government schemes and guidelines. To some extent, there is also awareness on some of the livelihood promotion efforts by NGOs. LRCs have significantly contributed to quick implementation of new schemes like NREGA. Compared to other DLRCs, in case of APMAS anchored DLRCs, there is more linkages with line departments. In case of APMAS anchored DLRCs, there is also improved sharing of livelihood experiences. This was also observed in case of other CLRCs anchored by Resource NGOs like WASSAN. It is evident from these experiences

that organisations having thematic experiences (like WASSAN on watersheds, APMAS on institutional development, etc.) can bring in their expertise in addressing different components in livelihood promotion.

DLRCs have been able to enhance capacity of secondary stakeholders (like WDTs, and TAs) with regards to increase in understanding of Government schemes and skill/expertise related to NRM and livelihoods. In case of APMAS anchored DLRCs there has also been skill enhancement of secondary stakeholders as trainers. CLRCs have been able to enhance capacity of primary stakeholders (like Field Assistants and CBO Leaders) on understanding of different guidelines related to Government schemes and capacity to manage CBOs. Some of them have been able to enhance capacity to implement scheme related activities. In some instances, understanding to facilitate livelihood promotion has also improved. Professional support of APMAS has contributed to overall strengthening of CLRCs. At community level, LRC initiative has resulted in improved access to DWMA programs. At this stage, it is difficult to establish relationship between services of LRCs with impact at household level (like income and asset).

Interaction with different stakeholders at State and district level revealed that there is demand for employment and enterprise facilitation services from the LRCs. However, currently LRCs is more focusing on capacity building related to effective program delivery, particularly of DWMA programs. Services of LRCs have been largely supply driven.

LRCs have been envisaged as institutions to be playing a prime role in knowledge management at district level. This includes sourcing, dissemination and also creation of knowledge. Currently there is inadequate focus on sourcing and creation of new knowledge. This is because, in the current framework of LRCs, there is limited linkage with theme based resource organizations. There is also inadequate linkage with key implementing units like Project Implementation Agencies (PIAs).

Similarly, knowledge transfer between secondary and primary stakeholders is not adequately linked. It is observed that DLRC and CLRCs in a district are functioning independent of each other. With focus on linking DLRC and CLRCs in a district, in due course DLRCs can slowly grow as district focused Livelihoods Knowledge Institutions. There has been some efforts by APMAS anchored DLRCs to be active in the knowledge arena. However, most of these are pilot initiatives

which may be pursued further, to develop replicable models. At this stage, some of the learning and best practices generated can be disseminated across DLRCs.

Contextual Factors influencing Impact of LRCs

Initially CRD organized a series of meetings involving APRLP project personnel and representatives of resource organizations. This led to clarity in vision for the DLRCs at the State level. A formal MoU for anchoring provided role clarity and built in ownership of NGOs to anchor the LRCs. The profile of Course Directors matches with their envisaged role of training coordination. Infrastructure support like own buildings and audio visual materials has also strengthened the LRCs. This has brought in visibility and recognition to functioning of LRCs. Similarly thematic understanding of resource organizations anchoring LRCs has contributed in module development and enhancing quality of content of training. In case of anchoring NGOs implementing other livelihood projects, there has been cross learning and sharing of experiences. Availability of own funds with anchoring NGOs like APMAS have enabled smooth implementation of approved CB plans. The review of LRC activities by CRD and support of Project Implementing Agencies (PIAs) has been inadequate. Similarly, there was very limited ToT support to LRCs.

Impact of LRCs on quick implementation of NREGA is widely acknowledged. Thrust on NREGA has provided working space and an identity to LRCs. However, the thrust on NREGA has diluted focus of LRCs on non land based activities including enterprise promotion. Nevertheless LRCs were promoted as institutions to support both land and non land based activities. Although a formal MoU promoted willingness and confidence to anchor LRCs, most of the anchoring agencies feel that the MoU has not been adhered to in letter and spirit. In case of CLRCs, where there was involvement of anchoring NGOs, Course Directors had to report to both Senior Functionaries of anchoring NGO and also to DWMA functionaries. At times, they were involved in activities not directly related to services of LRCs. This created confusion and diluted the focus of LRCs. Funds flow to LRCs has also not been smooth. Flow of funds is limited to organizing training programs. There has been no funding support to take up resource centre related activities like planning, studies, newsletter and networking. Core funding support would enable LRCs to think beyond training as an activity.

The issues are similar in case of APMAS anchored DLRCs. However, in case of APMAS anchored DLRCs, timely funds flow support (for smooth flow of funds to DLRCs) and add on focus beyond training (resource centre activities supported by funds) from APMAS has been quite critical to overcome some of the challenges.

SWOT of LRCs

Analysis of responses obtained from different stakeholders revealed unanimous view on vision and overall purpose of LRCs in Andhra Pradesh. The Strengths, Weaknesses, Opportunities and Threats (SWOT) of LRCs in AP relates to the envisaged vision and purpose of LRCs.

Strengths:

- Clarity on Vision for LRC at State level, to be a resource centre contributing through various mechanisms like developing CB plan
- Thrust on Capacity Building at all levels
- Decentralized CB mechanism at district level for livelihood promotion
- Network of a Pool of Resource Persons (PRPs) and Community Resource Persons (CRPs); CRPs include Resource Persons from community SHG/Watershed Committee Leaders and Progressive Farmers while PRPs do not include persons from the community; CRPs are not associated with DLRCs
- Expertise of Course Directors as Training Facilitators and Coordinators
- Committed and motivated Staff
- Infrastructure provided for CLRCs and DLRCs (TTDC training infrastructure)
- Corpus funds generated through conduct of training programmes

Weaknesses:

- Inadequate communication between the State and Districts on the vision of the DLRCs/CLRCs
- LRCs being perceived as a delivery unit of DWMA
- Dependence on a single client (DWMA) affecting future sustainability
- Limited HR (both numbers and profile) in LRCs to take up Resource Centre activities
- Delay in flow of funds
- No guidelines for the use of Corpus Funds
- Deviations from the CB plan
- Focus on NREGS is limiting the focus of LRCs and taking away from their mandate of providing training on non land based

interventions and enterprise promotion

- Inadequate linkages between DLRC and CLRCs; Currently CLRCs and DLRCs function as independent units of DWMA focusing on primary and secondary stakeholders respectively; DLRC only consolidates CB plans of CLRCs at district level
- Inadequate clarity on the role of Resource Organizations associated with the Consortium of Resource NGOs
- No regular reviews of the work of the LRCs
- Lack of appropriate strategies to strengthen LRCs to become independent credible organization

Opportunities

- Need for knowledge creation and sharing, at various levels (community, implementing and facilitating organizations)
- Need for livelihood plan for the district, and facilitating convergence of organizations and programmes at the district level
- Thrust on capacity building in the new watershed guidelines issued by MoRD
- LRC recognized as a new program launching organization – as demonstrated by its role in training and capacity building for NREGS
- Engagement of other stakeholders like SERP/DRDA in Governance and advisory support to LRCs
- Possibility of creating an alliance among NGOs working on Livelihood Promotion
- Possibility of linkage with private companies
- Linkage with livelihood theme based organizations

Threats:

- Inadequate focus and commitment on long-term vision and institutionalization of LRCs
- Limited number of thematically focused organizations in the state
- Limited funding possibilities for resource centre type organizations particularly in areas related to knowledge dissemination
- Limited possibility of convergence between different departments and programmes

Sustainability of LRCs

Sustainability of LRCs may be understood with regards to the five Fs – its focus, form, functions, functionaries and funds. The original focus of LRCs has been on livelihood promotion, watershed plus and capacity building of DWMA schemes; of which capacity building of DWMA schemes has been largely achieved. There has been decline in the focus on watershed plus initiatives. There is need for further orientation on livelihood promotion at different levels.

LRCs were envisaged as a unit of DWMA coordinated by a Course Director appointed by APARD. CRD provided policy support and APARD was visualized as Resource Organization for LRCs. Further in case of some of the LRCs, NGOs have been associated as anchoring agencies. MoU for anchoring of DLRCs and CLRCs clarifies the role of the anchoring agency, DWMA, APARD and CRD. Study observed that DWMA has a significant level of ownership on the functioning of LRCs. Policy support of CRD relating to MoU for anchoring has created momentum for functioning of LRCs. However, the role of CRD with regards to review has been limited. There has been very minimal linkage of LRCs with APARD. As APARD does not have a direct focus on livelihoods (which is the focus of LRCs), it is difficult to visualize APARD as a nodal resource organization for LRCs.

Experience shows that anchoring of LRCs is suitable for large NGOs. This is because of their institutional strength i. e. ability to manage cash flow and thematic expertise. However, currently their role is limited to training coordination. Most of the Resource Organizations have expressed that they are not comfortable with the limited role of training coordination. With greater involvement of large Resource NGOs, LRCs can significantly contribute in knowledge management. In the current framework, the Course Director reports to PD – DWMA. At present, he has limited access to new knowledge related to livelihood promotion. There is also need to link him/her to thematically focused organizations that are active in knowledge management.

Key functions of LRCs are training, capacity building and resource centre services. At present, the focus is on delivery of training programs related

to DWMA programs. In this context, non adherence to CB plan has also affected smooth execution of training programs. In future, some of the LRCs would graduate to focus on capacity building and resource centre activities. However, limited HR and inadequate support to Course Director would affect LRCs in providing capacity building services. Similarly, linkages with livelihood related line departments of Government, livelihood promoting organizations and private companies would be critical for both demand and supply of resource centre services.

At present, the Course Director and support staff of LRCs with support of PRPs and CRPs is mainly involved in coordinating training programs. Currently, the team members in LRCs are reasonably performing their roles like the Course Directors are largely involved in coordination of training programs, as envisaged in their current role. If the LRCs graduate to a role as Resource Centres (beyond training), the current staff structure and working through network of Resource Persons may be inadequate. There would be need to upgrade the profile of Course Director and have small team of full time resource persons (mainly in disciplines related to livelihood promotion).

As of now, the major source of funds to LRCs is the DWMA. DWMA is also the major client. It would be good for LRCs to diversify their client base and funding sources. This would also promote convergence between different efforts and contribute towards long term sustainability. Government orders would help other Government departments like agriculture, horticulture and fisheries to utilize services of LRCs. CRD can play a key role in facilitating convergence of its own schemes and with schemes of other departments. During field study different stakeholders have expressed opinion that convergence can quickly happen through Government Orders. Besides efforts at district level, there is need for more coordination between departments at State level. There have been efforts to generate corpus funds. However, there is need for clarity on its use. One possibility is to use corpus fund as working capital. In the past, flow of funds has not been smooth. This scenario is likely to continue, which can be overcome by use of the corpus fund as working capital.

The following table further summarises the key issues and related query to move forward:

Particulars	Key Issue	Related Query
Governance	Conflict between DWMA's role in governance and being a major client	Is there need to move towards a new institutional arrangement?
Management	Limited clarity on role of anchoring agency - Training Coordination or beyond	Should thematic focused NGOs get into role of anchoring, if role is limited to training coordination?
Institutional Form	Limited linkage between DLRC and CLRCs in the district; Primary stakeholders trained by CLRCs are perceived to be Secondary Stakeholders by the community; Limited linkage between activities of CLRCs and DLRC	Is there a need for separate CLRCs and DLRC; or just one LRC in a district?
Services	Need for livelihood facilitation; More focus on program delivery	Should LRC focus on livelihood facilitation; if not, who should offer long term livelihood facilitation services?
Capacity	Difficult to develop full fledged cycle of knowledge Management at district level	How to fill the gaps related to cycle of knowledge Managemeng?

Community Perspectives on CLRCs

CLRC initiative has focused on capacity building of primary stakeholders. Earlier trainings were more of awareness meetings. Now through LRCs, there is focus on structured trainings including residential trainings. This has significantly enhanced awareness of community on DWMA programmes. Now community members are able to take informed decisions in their CBOs. In the process, a cadre of key informants have evolved at community level. Overall, this has led to increased transparency and effective implementation of DWMA programmes. Through demonstration sites, people have access to new technologies and practices. Demonstration is desirable and as mentioned earlier could be facilitated by CLRCs through implanting agency.

During this study, there was also an attempt to understand the actual needs of community. This was done through direct interactions with community and also while seeking responses from primary and secondary stakeholders. There was a unanimous view that households need handholding services to sustain and strengthen their livelihoods activities. This includes enterprise facilitation support and also skill training leading to employment placement support. It is desirable that such services are provided at the village level.

There is a general demand for development of natural resources through NREGP and watershed development. However, the poorest families are keen on access and control over natural resources. There is also demand to facilitate access to Government programmes and also to facilitate formation / strengthening of need-based community organizations. LRCs have been able to contribute towards facilitation of Government programmes, development of natural resources through systematic training on different works like check-dams and formation / strengthening of organizations such as watershed committees, SHGs, User Groups, etc.

Enterprise and employment facilitation services are the most critical gap in the LRC initiative. The LRCs may have to reorient itself to address key community needs either directly or in partnership with organizations. The study team felt that the Unique Selling Proposition

(USP) of LRCs has been on contributing towards effective program delivery; which is also a community need. It may be appropriate to build on the strength of capacity building related to program delivery and move towards “Livelihood Programming in District” as a theme rather than getting into “Direct Livelihood Facilitation” at household/ community level.

“Livelihood Programming” refers to support in implementation of different schemes like NREGS, watershed development and CLDP. Direct livelihood facilitation refers to handholding/ counselling services relating to specific livelihood activities like relating to goat rearing and dairy. For example livelihood promotion through goat rearing can be one of the thrust areas in implementation of watershed project, which can be best done through DLRCs/CLRCs. But support related to goat rearing like buying specific breed, ways to ensure fodder for goat, linkage for insurance and marketing would be part of “Direct Livelihood Facilitation”. It would be difficult for CLRCs/DLRCs to get involved in direct livelihood facilitation.

Experience of other LRC Initiatives

Experience of other LRCs or LRC type initiatives has been captured mainly through a review of literature. Further clarity was also obtained while interacting with functionaries of different Resource Organizations i.e. part of APARD/CRD led Consortium of Resource Organizations. The LRCs reviewed included DFID LRC, ODI, IDRC, CGAP, Asia Resource Centre for mF, The Livelihood School, Indian School of mF for Women, Tata Dhan Academy, XIDAS, NLRC - GVT, Outreach, CAPART Nodal NGOs, IFFDC LRC, WOTR, BAIF WASSAN, TERI, AKSHARA, Access Development Services, APMAS, MYRADA and MSSRF. The focus was to get an overview of experience with regard to LRCs at different levels.

International level LRCs are focusing mainly on knowledge management, research (mainly Action Research), innovation and scaling up successful initiatives (like different mF models). Such efforts are led by bilateral, multilateral or consortium of donor organizations and managed by Universities, Research Institutions or Consulting Firms. These initiatives are generally grant driven. Emphasis of National/State level LRCs is on capacity building with primary focus on training. There is also focus on creating a cadre of development professionals related to promotion of livelihoods. Such LRCs are led/managed by large NGOs. In some cases, they are led by bilateral/multilateral projects and managed by the Government. These LRCs are generally managed by grant support. There have been efforts to generate income through consultancy, but with limited success.

LRC initiative at district/division level is very limited. Such initiatives have come up through bilateral livelihood projects like APRLP and WORLP. In these LRCs, focus is on training and exposure visits. These LRCs are managed by either the Government or NGOs; and funded by grant or regular schemes of the government. There are hardly any LRC efforts at community level i.e. village or panchayat level. Some of the ICT/e Governance initiatives include “Livelihood Information Services”.

Summary

Most of the LRCs have been promoted based on program experience. Successful implementation of livelihood programs by Professional Organizations has given confidence to promote LRCs. The idea has been to share the experiences and build capacity of other organizations associated with livelihoods promotion. It is observed that thrust of LRCs at international level is on information sharing. The thrust of National/ State level LRCs is on training and exposure visit (training plus). Currently, LRCs have limited focus to work on specific sector, commodity or theme. Overall focus has been to work on “Livelihood Programs” than “Livelihood Services”. The limited focus on direct livelihood promotion needs has also been observed in respect of LRCs in AP.

Best Practices and Learning

What went well?

The following are key points in the context of the LRC initiative in AP:

- Legitimacy through MoU motivated NGOs to anchor CLRCs and DLRCs (only in case of APMAS)
- Infrastructure support promoted visibility of LRCs
- Concept of anchoring led to the creation of an identity for LRCs in different locations
- Continuity of personnel at CRD level has contributed to the clarity in vision of LRC; There has been no dilution of vision with regard to LRCs from the state level
- Provision of funds for training and capacity building and utilization of these funds by the LRCs
- Increase in number of training, including residential trainings
- Training need in large scale government programmes (NREGS) that contributed to a recognition for LRCs

What did not go well?

- Implementation of MoU in letter and spirit. Inadequate interpretation of the vision for the LRCs in MoU and district level implementation
- No operational plan for DLRC (except CB plan)
- Flow of Funds
- Linkage between DLRC and CLRCs; Distinction between CLRC and DLRC
- Gap between planning and implementation (like CB Plan)
- Inadequate momentum in facilitation/ coordination of professional/CB support to LRCs by APARD
- Involvement of Resource Organizations at State level, mainly clarity in their role. The guidance and inputs by the Consortium of NGOs did not really take off.
- Gap between vision at State level and Dist Level

Best Practices

Some of the best practices observed in LRC initiatives in AP include

institutionalization of CB Planning process, focus on participatory & residential training, formal MoU for anchoring by NGOs, infrastructure support to LRCs, working with network of local resource persons and appropriate selection of Course Director (linking to envisaged role). District focus Newsletter (in case of APMAS anchored DLRCs) can also be considered as a best practice.

Some of the emerging best practices were observed in case of APMAS anchored DLRCs. These include DLRC working closely with CLRCs and facilitating sharing of experience in livelihood promotion through District Livelihood Learning Group (DLLG). The other best practices observed in APMAS supported DLRCs / CLRCs include:

- Developing Institution Building Process in functioning of LRCs i.e. systems and procedures related to finance, administration and HR
- Improving the quality and effectiveness of CB services by way of six step planning exercise, namely:
 1. Programmer wise stakeholder mapping and fund availability
 2. Training report analysis and feedback
 3. Field visit for assessment, required focus and CBNA directly from the stake holders
 4. Workshop with district cluster level stakeholders
 5. Setting priorities in consultation with District level officials
 6. Preparation of the plan (considering project cycle/s), sharing for submission and approval
- Evolving synergy between the LRCs within the district through periodical meetings for reviews and planning
- Ensuring cost effectiveness of the programmes conducted
- Sharing of knowledge and information within and outside the LRCs – through conducting NGO collaboration workshops
- Efforts towards expansion of clientele – both GO and NGOs
- Promoting DLLG and publishing newsletters as means of wider dissemination towards over all sustainability and credibility of the LRCs

APMAS has also made additional efforts for improving the communication between CLRCs/DLRCs with different stakeholders and contributed in communicating hurdles faced by LRCs in the State.

Some of the best practices as observed in other LRCs include:

- Formation of good corpus for financial sustainability of the LRCs - in case of most of the LRCs
- Smooth flow of funds and effective monitoring - observed in Kurnool district
- Facilitating convergence with other livelihood projects like APDAI and NAIP – observed in WASSAN anchored CLRC
- Facilitation of services along with training programmes – relates to livestock services in context of BAIF anchored CLRC

Learnings

- **Initiation of an idea** (like LRC) gets accepted when it is led by a project (like APRLP) than by Government. However, long term dependency of the initiative to the project/scheme (like LRC linked to Watershed Development) may affect sustainability.
- **Clarity in Vision** evolves when stakeholders are involved from the beginning
- **Institutional Framework** gets accepted when there is clarity of roles; and becomes strong only when key person (like PD – DWMA) is proactive
- **Anchoring by NGOs** becomes possible only through formal mechanism (MoU); Resource organizations gets motivated in long term anchoring only if there is scope for contribution in knowledge management
- **Policy Direction** can best be provided through collective thinking of Resource NGOs (like Consortium of Resource Organizations)
- **Professional support** in thematic areas can be best accessed through one to one linkage with Resource Organizations
- **Broad-based Governance** (of DLRCs) is critical in seeking involvement/participation of stakeholders and be active in knowledge management

Section III : Way Forward

Summary Findings & Way Forward

Summary Findings

Livelihoods Resource Centres in AP are visualized as long term resource centres to address the need for capacity building and other resource centre services relating to livelihood promotion at district/community level. During the last 3 years, LRC initiative has taken shape. There has been significant progress with respect to number of trainings and utilization of CB funds. In the past, focus of LRCs has been on effective delivery of livelihood programs. Besides capacity building of primary and secondary stakeholders, efforts by LRCs have resulted in increased awareness and effective delivery of DWMA programs at community level. LRCs have already emerged as effective organizations for coordination of training programs. This can be considered as first major step towards formation of Resource Centres. In this initiative, NGOs have been associated in anchoring, providing professional support and contributing through Consortium of Resource Organizations.

With support of AKF, APMAS has been associated in anchoring 2 DLRCs, providing professional support to 10 CLRCs (in the operational area of 2 DLRCs) and playing an active role in Consortium of Resource Organizations. Overall effort has been towards developing 2 Model DLRCs. With limited time and resources, APMAS has been able to work towards developing model DLRCs. The focus has been to get involved in activities beyond training.

Overall LRC initiative in Andhra Pradesh and effort of APMAS for developing model DLRCs has provided several best practices and learning. It has also generated several areas for reflection.

Areas of Reflection

The study team further analyzed/reflected the findings, learning and best practices generated through this study with the original vision of LRC initiative. The following are some key points for reflection to generate ideas for way forward:

- What should be the **focus** of resource centres: Should these be focusing on delivery of training programs or going beyond to facilitate promotion of livelihoods in the district?

- What should be the **thematic scope** of resource centres – Should they be limiting on only NRM or broad base towards supporting themes such as micro enterprises, market based livelihood promotion, etc. ?
- What should be the **client base** for the centres – Should they be limited only to the Government departments and programs or go beyond in supporting other livelihood
- What **range of services** should these centres be providing to enable achievement of Vision – Should these be limited only to training or include service delivery and knowledge creation
- **Who all need to be involved** in delivering these services – Should these be only DLRC/ CLRC or go beyond to include other thematic organizations that may bring in specific expertise in sub-sectors, such as livestock, poultry, market facilitation, etc.?
- What **level of operations** should the LRCs be addressing and **whose needs** – Should LRCs be working only at District and Cluster Levels or have engagement at the village level through certain facilitation processes? In terms of the need, can these LRCs go beyond in addressing the needs of the communities apart from the needs of the programs?
- What will be **sources of funds** for LRCs – Should these be limited only to DWMA or State funded or can go beyond in generating their own funds through service provision at district level?
- What should be the **ideal duration of engagement** of these LRCs – Should these be one-off engagements based on programs or should these be run on a long-term basis?

Way Forward

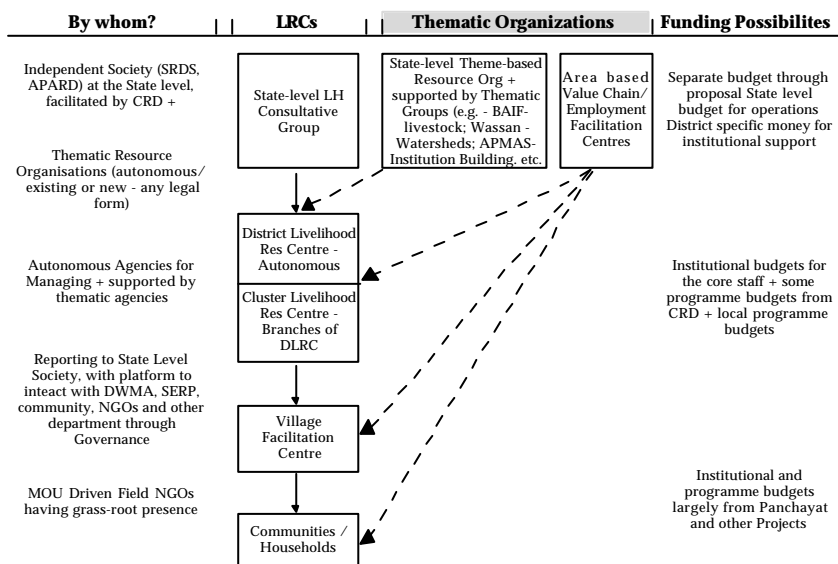
Based on the reflections, the study team suggests that LRC initiative in AP need to function on long term continuous basis with effort towards livelihood promotion (both NRM and Non NRM based), which would include both livelihood program delivery and livelihood facilitation. There is need for LRCs to move from service delivery to knowledge creation. In due course, the client base of LRCs can expand to go beyond DWMA covering other line departments, NGOs and private companies.

The study team clarifies that the proposed institutional framework may be viewed as one of the option(s). The institutional framework relates to the past experience of LRC initiative in the state. This may be viewed only as a broad framework, where in different departments of Government, NGOs, Private Companies and PRI Institutions implementing parts of the framework in line with their own mandate, overall supporting promotion of livelihoods in the State.

Proposed Institutional Mechanism to operationalize the Vision

Based on the areas of reflection, supported by summary findings, learning and best practices, this assessment study has proposed one of the “Institutional Framework for LRC Initiative in AP”.

The following diagram details the proposed institutional framework for LRC initiative in AP:



The LRC initiative could be further strengthened by working towards operationalizing this framework. In this framework, broadly 4 types of LRCs are envisaged at different levels i.e.

- **Village Level:** Village Livelihoods Facilitation Centres
- **Area Level:** Enterprise (Value Chain) and Employment specific Livelihood Resource Centres; The operational area would vary with type of value chains and employment

- **Dist Level:** District Livelihoods Resource Centre
- **State Level:** Theme based Livelihoods Resource Centres

Village Livelihoods Facilitation Centres

Community and also primary/secondary stakeholders have expressed the need for continuous facilitation services to support and strengthen different livelihoods. Poorest families expect such services at household or at least at village level. It would be difficult either for CLRCs (mandate being capacity building) or the Project Implementing Agencies (their mandate being time-bound project implementation) to provide long-term facilitation services relating to livelihood promotion. Hence, there is need to promote Village Livelihoods Facilitation Centres.

These Facilitation Centres can be promoted, managed and governed by active village based organizations preferably Village organizations (VOs). Progressive Farmers and Entrepreneurs in the village/nearby area can serve as Resource Persons. An advisory body of progressive Farmers and Entrepreneurs in the Village can provide and guide the activities of facilitation centres. Such facilitation centres can best be facilitated by local field based NGOs, with at least 3 years experience in livelihood promotion in the village.

The VO Governing Body in consultation with Advisory Body of the facilitation centre can select the facilitating NGO. Village Organization and Facilitation Centres could be financially supported by the Gram Panchayat. DWMA could support facilitating NGO to manage a cluster of Village Livelihoods Facilitation Centres. Further, this effort at village level can be linked to on going ICT and e-Governance initiatives. Village Livelihoods Facilitation Centres would access livelihood programme related support from District Livelihoods Resource Centre (DLRC) and Enterprise / Employment facilitation support from Area based Enterprise/Employment Facilitation Centres.

District Livelihoods Resource Centres

These centres could focus on strengthening livelihood programmes, developing /operationalizing District Livelihoods Plan and facilitating knowledge management at the district level. This may be promoted as an Autonomous Public Society through Public Private Community Partnership (PPCP – Government represented by DWMA, DRDA & SERP, Resource NGOs, Private Companies and Community Leaders). Long term involvement of Professional Resource NGOs would be critical

in strengthening the DLRCs. The Professional Resource NGOs could be involvement in governance and in day to day management of DLRC.

Organizations having expertise in at least one livelihood thematic area and 2 years experience in promotion of livelihoods in the district can be involved as Management Agency of the DLRC. The Representative of Management Agency may serve as Convener of Governing Body of DLRC. Management Agency needs to be involved at least for 5 years, with scope for renewal. Based on an independent impact study at end of 4 years, the contract for Management Agency can be renewed. DWMA would continue to play critical role of facilitation of District Livelihoods Resource Centre. Further, DWMA would utilize services of DLRC as a major client. There would also be need for continuous monitoring and review by CRD. The government may have to provide core funding support to DLRCs. Further funding support to DLRC Management Agency linking to District Livelihood Plan would go a long way in operationalizing Livelihoods Resource Centres (beyond training and capacity building) at district level.

Area based Enterprise /Employment Facilitation Centres

Although it is desirable that one Resource Centre provides both livelihood program support and facilitation support; experience shows that it is practically difficult to provide both the support services. Experience and expertise required for facilitating specific enterprise/employment and the livelihood programme is quite different. There is need to promote/strengthen Area based Enterprise/Employment Facilitation Centres. These centres would work closely with Village Livelihood Facilitation Centres. They would focus on providing end to end support relating to specific enterprise/employment in facilitation mode.

Such centres can be housed with in Private Companies or Resource NGOs focusing on specific enterprise/employment. The area of operation would relate to type of enterprise/employment and the capacity of organization to provide required facilitation services. Such Facilitation Centres may be supported with performance (employment generated or enterprises strengthened/promoted) linked grant. Further project based grant support would be required to meet infrastructure & recurring costs.

At present, there are very few Enterprise/Employment focused Organizations. Hence, despite best efforts in livelihood promotion,

sustainability of livelihoods (in absence of hand holding facilitation) remains an issue. In certain employment and enterprises, there would be need to promote new organization to serve as Area based Enterprise/ Employment Facilitation Centres.

Such facilitation centres could be supported under Government of India schemes like SETI scheme (part of SGSY), special SGSY and different Mission mode initiatives like Horticulture Mission. This would also require special effort through Special Schemes of State Government. Meanwhile, such Facilitation Centres can be promoted on pilot basis, with support of Bilateral/Multilateral Agencies and INGO.

Theme based Livelihoods Resource Centres

Institutions working on specific themes like agriculture, livestock, horticulture, market linkage, enterprise promotion, institution building and livestock can function as State level Theme Based Livelihood Resource Centres. These Resource Centres can offer services like knowledge management, Training of Trainers (ToT), module development to DLRCs. They can also support DLRCs to conduct livelihood studies and develop District livelihood Plan (beyond CB Plan). Some of the Resource Organizations, already part of State Level Consortium may take lead in becoming Theme based Resource Centres.

Theme based Resource Centres may be provided project based funding support linked to project proposal(s). These centres can offer fee based capacity building services to district level secondary stakeholders. They can also offer assignment specific services. Theme based Resource Centres could be supported by accessing special fund under recent Common Guidelines for watershed development of MORD, GoI.

Operationalizing the Proposed Institutional Framework

Currently, field based NGOs are involved in anchoring of CLRCs. It would be important to seek active involvement of field based NGOs to promote as many Village Livelihood Facilitation Centres as possible. Role of Resource Organizations (having strong thematic expertise) need be broadened than just anchoring or providing generic professional support. Some of them can become Theme based Livelihoods Resource Centre and also to take up responsibility of managing DLRCs.

There is need for renewed thrust to promote/strengthen organizations working on specific Value Chain /Skill-based Employment to enable emergence of Area based Enterprise/Employment Facilitation Centres.

The CRD should continue to strengthen the present network of CLRCs/ DLRCs as a network of DLRCs in the State. Bilateral/Multilateral Organizations and International NGOs may support development of new Resource Centres relating to themes and Value Chains/ Employment Areas. The proposed Institutional Framework for LRC initiative in AP has been visualized from a long term perspective. This would require involvement and support of different stakeholders both with in and outside the Government.

Summary

Facilitating implementation of network and profile of Resource Centres as envisaged in the framework would require effort by different departments of Government, NGOs, Private Companies and Local Self Government Institutions. This would require **further consultations** amongst stakeholders and convergence of resources/programs. As the framework gets discussed amongst stakeholders, it is likely that different organizations/departments may also independently take up promotion of different profile of Resource Centres like:

- Village Livelihoods Facilitation Centres by PR Department
- Area based Employment (Value Chain)/Enterprise Resource Centres by Agriculture, Horticulture, Industry Departments; and Private Companies
- Theme Based Resource Centres by CRD and other Line Departments

Study team suggests CRD to continue to strengthen the present network of CLRCs/DLRCs as a network of DLRCs in the State. Bilateral/ Multilateral Organizations and International NGOs may support development of new Resource Centres relating to themes and Value Chains/Employment Areas.

Recommendations

Short Term

In line with proposed broad institutional framework, the following short term recommendations details the strategic steps towards making DLRCs as independent and sustainable institutions:

- Consider CLRCs as branches of DLRCs
- Organize a State level consultation relating to strengthening of DLRCs in state
- Involve Professional Resource NGOs as Management Agencies of DLRCs at least for 5 years; Professional Resource NGO to facilitate strategic steps towards making DLRCs as independent and sustainable institutions
- Provide core funding support to DLRCs
- Issue of Government Orders facilitating convergence of different livelihood schemes, including orders for pooling training, capacity building and resource centre activities of different departments at DLRC level
- Formation of a small group to develop guidelines for developing District Livelihood Plan; Issue of guidelines relating to District Livelihood Plan
- Initiate formation of District Livelihood Learning Groups (DLLGs) in different districts
- Formation of Core Group from DLLG (involving senior functionaries and experts relating to livelihood promotion in the district) to facilitate development of District Livelihood Plan.
- Formation of Advisory Committee (proposed Governing body of DLRC) for the DLRC. Approval of the District Livelihood Plan by the Advisory Committee.
- Provide required funding support for implementation of the District Livelihood Plan. Recruitment of additional staff in DLRCs to take up Resource Centre activities.
- Implementation of District Livelihood Plans. This may include some of the resource centre activities being implemented in APMAS anchored DLRCs.

- Register DLRCs as Autonomous Public Society. Representatives of DWMA, DRDA, SERP, Resource NGO, Private Companies and Community Leaders can be part of the Advisory Committee and later the Governing Body of the DLRC as independent society.
- Involving Professional Resource NGOs in governance and in day to day management of DLRC. The Representative of Management Agency may serve as Convener of Governing Body of DLRC.

Immediate

- Contract for anchoring DLRCs could be long-term i.e. at least three years. The contract could be renewed based on a review at the end of 2 years. This would maintain continuity of activities of Resource Centres
- Consider CLRCs as branches of DLRCs and have only one anchoring agency per district
- Anchoring agencies may be provided financial support for institutional involvement, cash flow management and to take up some of the resource centre activities (based on experience of APMAS anchored DLRCs)
- LRCs may facilitate with support of implementing agencies (but not get directly involved in) demonstration of livelihood promotion models or development of model villages.
- Revise the MoU to ensure that vision of LRCs is adequately reflected. There could be indication/detailing of activities relating to Resource Centre Activities (beyond CB) in the MoU for anchoring.
- Specific guideline to be developed for the corpus fund and possible utilization of this fund as working capital of LRCs.
- DLRCs may be supported with infrastructure for residential training facility for secondary stakeholders.
- CRD may focus on mobilization of special funding support from GoI and Bilateral/Multilateral donors to operationalize the proposed institutional framework
- There is need for close and continuous monitoring and review

by CRD and the need to develop a monitoring format and allocate responsibilities to undertake this on a regular basis

- INGOs like AKF may further focus on developing Model Resource Centres – in line with the proposed framework
- There is also need for innovative efforts by INGOs to promote Area based Enterprise/Employment Facilitation Centres

Recommendations to APMAS

With proven experience and expertise in capacity building of Self Help Groups (SHGs) and SHG federations, APMAS has entered into livelihood promotion. Core strength of APMAS relates to “Institutional Development” as a theme. APMAS has been at the forefront of supporting LRC initiative in Andhra Pradesh. It has been an active member of consortium of resource organizations, anchored 2 DLRCs and provided professional support to 10 CLRCs associated with the 2 DLRCs. With support to AKF, the effort of APMAS has been directed towards developing model DLRCs.

The study team observed that effort towards developing Model DLRCs is in line with envisaged vision of LRCs in the State. Such an effort has gone through several challenges. On the one hand, APMAS was entering into the field of livelihood promotion, while on the other hand the LRC initiative was just taking shape. Despite different challenges, APMAS initiative has generated some of the learning and best practices, which can be replicated by other DLRCs. This includes dissemination of information through district focused monthly newsletters and sharing of experiences through District Livelihood Learning Group.

However, it is too early to assess impact of most of the resource centre focused activities (other than training and capacity building). The APMAS team may have to continue to pursue different activities, which are already initiated. The team may periodically reflect on the on going initiatives with focus on district livelihood plan and knowledge management. This would also relate to overall strategy of APMAS on livelihood promotion and its focus with respect to the proposed Institutional Framework for LRC initiative in AP (in case it gets accepted by stakeholders).

- To further pursue its efforts towards promoting 2 Model DLRCs
- Become a long-term Management/Anchoring Agency for at least 4 DLRCs (including current 2 DLRCs). Services of senior

functionaries associated with the project could also be utilized in more number of districts.

- Facilitate revision of the MoU to more adequately reflect the vision
- Advocate for a single institutional structure with CLRCs being recognized as a part of the DLRCs
- Facilitate the development of a monitoring system to assess outcome and impact of D/CLRCs.
 - To become a State/National level Thematic Resource Centre focusing on Institution Building relating to livelihood promotion
 - Work towards refining institutional framework and developing operational guideline for autonomous DLRC (based on experience of anchoring DLRCs)
 - Develop operational guideline for Village Livelihoods Facilitation Centres.

Note: Limitations of the Study

This study is largely qualitative in nature. The findings, analysis and interpretations relates to responses received from different stakeholders associated with LRC initiative in Andhra Pradesh. This is a quick assessment of APMAS anchored DLRCs and LRCs in general in the State. The study was facilitated by APMAS team. The study team of CMS has been conscious of these limitations and maintained objectivity in analysis and interpretation of data.

Annexure 1: Role of LRC Anchoring Agency

- Nominate a representative from Anchor Agency, who would be liaising and coordinating with the First party and attend the meetings/reviews held by DWMA along with the Course Director
- Anchor the District/Cluster Level Livelihoods Resource Centre with the support of Course Director and Computer Operator cum Assistant treating them as part of the NGO team.
- Ensure the availability of necessary training facilities and conduct of quality trainings at the LRC in coordination with the First Party
- Support to local MDTs/PIAs/WDTs in assessing capacity building needs in their respective watershed program area.
- Assess the CB needs of the D/CLRC team and provide such inputs to them
- Consolidate the action plans of associated watersheds, other RD programmes with the active support of PFAs and develop a calendar of capacity building events at CLRC level.
- Identify “resource persons” from among NGOs/ CBO/ Successful Practitioners who are capable of imparting necessary Capacity building / Training to the stakeholders.
- Follow the cost norms developed at state level for different capacity building inputs, facilities and services at D/CLRC.
- Implementation, review and monitoring of the capacity building activities against the action plan, against the payment made by Village Organization/ Grama Panchayat/ PFA.
- Maintain all necessary records as mentioned in the Annexure 3 of MoU
- Develop business development plans & systems at D/CLRC for enabling the center grow into sustainable institutions.
- Report the progress to the First Party on monthly basis.
