

# Development

April 2012

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Monthly Development update from DHAN Collective

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Event

## DHAN bags JINDAL Prize



DHAN Foundation bags Jindal Prize 2011 for its contributions in rural development and poverty alleviation. The prize carries a cash contribution of Rs. 1 crore to further its initiatives. The Jindal Prize has been instituted by Dr. Sitaram Jindal to accolade exceptional service of current significance rendered by individuals or organisations for the welfare of Indian citizens in the country.



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## From the Editors' Desk

Dear Readers,

Greetings!

This issue features articles on Revitalizing irrigation tanks for ensuring a food secure future: Contributions of Vayalagams in South India, which really gives a comprehensive view about how tanks serves to ensure food security and the intervention of Vayalagams to safeguard such tanks. DHAN Foundation bagged the JINDAL prize 2011 for its achievement in Rural Development and this issue features an article on it. The issue also captures the budget watch 2012 event, which views the budget on development perspective and also gives the snapshot of sector wise performance of our economy in the previous years. The event organized by Tata-Dhan Academy every year to create awareness about budget to college students and development workers. The readers also will get a overall view of our economy and the budget through this article.

This issue also features an article on Retreat 2012 event. Mr.M.P.Vasimalai has given an institutional brief and the way forward which will make all the DHANites to feel proud of our organizational achievements.

We expect the continued patronage of the readers and constructive feedbacks to improve the quality of our magazine. Your feedbacks can be sent to [dhandc@dhan.org](mailto:dhandc@dhan.org)

Happy reading!

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# Step towards the future - Building on the learning

The Fourteenth Retreat event of DHAN Foundation was organized on March 19-22, 2012 in the Mahatma Gandhi Auditorium at Naryanamoorthy Center for Excellence, Hebbal Mysore, a training centre for new recruits for Infosys established in a sprawling 300 acre campus with good infrastructure for training. As innovation is one of the core values of the institution, this event was different from the earlier events in that it was scheduled in two phases- the first phase for professionals at Mysore and the second phase for all the other DHANites in Kanyakumari. Secondly this event was a starter for the strategic planning process of DHAN Foundation, the plan document of which is to be ready by September 2012 and the process hence being guided by the professional trainers Dr.G.K.Jayaram from Institute of Leadership and Institutional Development.

## Day-1

The event started with the value song of the institution. Mr.M.Karthikeyan, Programme Leader, DHAN Foundation the overall facilitator for the event, introduced Dr.Jayaram and his associates Mr.Arun Nathan and Mr.Suresh Sharma from Jawaharlal Nehru Institute of Leadership and Development, New Delhi.

Mr. M. Kalyanasundaram read the message from Mr. Thulsiraj, Treasurer, Board of Trustees, DHAN Foundation. Mr.Thulsiraj, in his message shared that strategic planning process is a good initiative since past strategies may not work in future and new strategies which are sustainable and scalable must be worked out considering the future challenges.

Mr. Mathew, the Director, Narayanamoothy Institute of leadership and Institutional Development, in his speech shared his experience with various development organisations in India and said he is here to learn from DHAN's experience. He stressed that values, vigor and vision are the three essentials for the organization and event like retreat will help to bounce back to strengthen the organization.

Mr. Vasimalai, the Executive Director of DHAN Foundation in his opening remarks stated that the event being held at Mahatma Gandhi Auditorium is a sheer coincidence since the DHAN was born on the birth date of Gandhi in the year 1997. He said, the fourteenth retreat is unique and it focuses on strategic plan



considering the changes in the macro environment. The mission statement of DHAN Foundation has been revised twice since the beginning of the organization. He stated that this strategic planning event is the beginning of the six month process of evolving the strategic plan and it will be finalized by September 2012. Ideas generated will be given due importance and exclusive working group will be constituted to finalize the plan.

Dr. Jayaram in his address asked everyone present in the hall to reflect honestly on "why you exist in DHAN?" and "Why DHAN exists" which can help a lot in the strategic planning process. He also quoted intensity, integrity and intelligence as essential characteristics of social entrepreneurship and is important for the growth of any organization. He also shared about the growth of Infosys which was achieved without compromising the values and vision. He said the vision, mission and values of the organization stands as a roof of a 'Mandap', the strategies are the pillars and the human resource, financial resource and the different centers of DHAN are the foundation of the Mandap. Strategies should be formed after good understanding of the vision, mission, values and goals of the organization and the strength of the foundation. The strategic planning process will enable us to conclude which we should retain, what we can expand, which we should withdraw and what we can introduce so that the organizational sustainability and growth can be ensured. He also stressed that while arriving at the goal statements one should be careful that goals are quantifiable and that a definite time period is attached to achieve this goals. He said effectiveness (doing right things) and efficiency (doing things right) are important



for an organizational success and this should be kept in mind during the strategic planning process.

Mr. Vasimalai briefed the challenges that the organization has to face in the future and asked the participants to get involved in the process to evolve a concrete strategic plan to overcome the challenges and proceed ahead with our developmental interventions.

Revisiting the mission, vision and goal statements of DHAN to fine tune them to the present situation and make them precise relevant and sufficient formed a part of this strategic planning process. Ms.A.Umarani presented the existing mission and vision statements and asked the participants to critically review and suggest for changes and refinement wherever needed. To facilitate this the participants were divided into sub groups and asked to deeply introspect and reflect "Why one exists in DHAN?" And "Why DHAN exists?". Answering these questions will enable us to come out with the appropriate vision, mission and goal statements. As suggested the Vision, mission and goal statements got refined during the sub group discussions and they got synthesized during the sub plenary. The outcomes of the subgroup discussions got shared through posters for everyone to learn. The same was presented to the organizations strategic forum members for follow up.

## Day-2

The second day started with Dr.Jayaram's speech. He said by going through the first day process and the vision and mission statements of DHAN, he could understand and summarize DHAN Foundation works as follows

1. Building Institution for poverty reduction
2. Building scalable, cost effective and sustainable model
3. Inculcate values and ethics in the society
4. Influencing policy
5. Disseminating best practices

DHAN Foundation works under different thematic programs and these programs in turn have their own vision, mission and goal statements. These statements should get well accommodated in the overall vision and mission statements of the organization. To know their relevance and how far they are in tune with DHANs statements, the respective program anchors were asked to present their vision, mission, values and goal statements. The program anchors also shared the challenges in the present scenario and challenges ahead in long run in achieving their goals.

Dr.Jayaram asked the participants to go through the inputs from the presentation carefully and suggested the sub group deliberators to include the following areas as lead questions.

1. How relevant are the Vision, Mission, values, and goals of the programmes to DHAN Foundation.
2. Resource requirement in areas such as Human, Finance, development communication to achieve the goals proposed considering the challenges ahead.

Apart from different thematic programs DHAN has different centers like Center for finance, Center for Human Resource development, Center for Development communication, Center for Research and Center for Policy and planning which Dr.Jayaram said are the foundation for any organization. Mr. Vasimalai suggested the centres to present their status so that the foundation of the "Mandap" is also known to the participants, so that it aids the strategic planning process. Mr.Vasimalai suggested the centres to make a presentation the next



day. He also said that the strategic forum members of DHAN Foundation will be involved in finalizing the vision, mission, goal and strategies of the organization, taking into account all the ideas generated from this retreat process and also the second retreat to be scheduled by April, 2012.

The program wise vision, mission and goal statements were discussed in the sub group process that followed and the outcomes were again consolidated in the sub plenary and submitted to the strategic forum committee. It was interesting to note that all the sub groups unanimously agreed that the vision, mission and goals of the programs are well in tune with that of the organization. Moreover good suggestions also came for simplifying the vision, mission and goal statements.

DHAN Foundation in the coming years is to focus more on improving the livelihood of the poor through its different thematic programmes. To make the participants aware of the different livelihood activities that is being implemented currently in different regions a livelihood exhibition was organized in the venue of the meeting which provided a platform for cross learning. Charts, photos and other documents of their efforts got displayed.

### Day-3

The third day proceeding was started with the prayer and recap of the Day-2 minutes.

The proceedings of the special Strategic Forum (SF) meeting on the revisited vision, mission and goals of DHAN Foundation and its collectives were briefly shared by Ms. A.Umarani. The vision, the mission, and the goals were scanned through two broad dimensions, viz. structure or format of the statements; and its content. Though the team had a hectic task of going through all the ideas and suggestions, they sorted out relevant and appropriate suggestions to carry forward.

Subsequently the Executive Director appreciated the pro-active initiatives of the Strategic Forum by taking up the challenges on the spot. He also introduced the Strategic forum members calling them to the dais

Continuing to this, Dr. Jayaram stated that three styles of strategic planning exist in all the organisations and they are information sharing, involvement and joint planning. In information sharing, the top management takes all the decisions related to strategic planning and shares the information to the staffs. In case of involvement style of strategic planning, the leaders of the organisation invite the staff for inputs but decisions



are taken by the top management. In joint planning style, everyone in the organisation sits together, analyse the issues and chose best alternative together. In a democratic organisation, the joint planning style of strategic planning predominantly exists.

As it was decided in the previous evening, all anchors of our five centre presented their roles and goals to facilitate in achieving the organisation's commitment.

This was followed by a training exercise of forming a strategy and a activity chart to accomplish a goal. Each subgroup was given with a goal and ask to evolve strategies for that particular goal. Then the subgroups were asked to work out a detailed action plan based on one specific strategy for which a tool was provided by Dr.Jayaram. Questions for clarification on the process were asked by the participants which were answered precisely by him.

The subgroups were given one and half hour time for discussion. Of the twenty subgroups eight were selected randomly to present their strategies and action plan for a specific goal. Dr.Jayaram appreciated the efforts and emphasised that it was only a training exercise and more detailing of the strategies and action plan with deliverables and deadlines should be worked out so that, they get implemented in the field.

Before breaking for lunch, Dr. Jayaram and his team members viz, Dr. Suresh Sharma, and Mr. Arun were felicitated by the Executive Director for their gracious support in strategic planning.

After the lunch break, a CSR supported film made on impact of our water conservation works through project taken up with ITC Mission Sunerakal support was screened.

Subsequently the Executive Director noted that this process of strategic planning is vital especially to the young colleagues of DHAN on getting clarity of vision, mission and goals of the organization. He also suggested

that an operational framework for each goal has to be prepared by the respective programmes and should be viewed on donor perspective also to generate proposals to support the strategic plan. The strategic plan as such will be a larger document that will decide our future course of action in different perspectives.

He also graded the quality of exhibits made in the Livelihood exhibition made by the regions. He rated that Salem, Dindigul and Madurai Urban came closer to the expectations of the organization. He also added that the other regions also should rise up to the expectations to ensure quality.

Mr. Vasimalai announced 25th and 26th April, 2012 as dates of second retreat.

*Other suggestions which came where:*

- ✘ The cross cutting people's institutions such as KDFS, People's Mutuals, KTL and SUHAM will have to be included during the subsequent process of strategic planning.
- ✘ Similar to strategic planning for DHAN Foundation and its programmatic institutions, future search exercises have to be conducted in people's institutions in vernacular languages guided by manuals. Ms. Shanthi Maduresan volunteered to demonstrate on such event in one or two federations.
- ✘ Display of the vision and mission statements in DHAN offices across the programmes.

It was felt that the two and half day long strategic planning process with handholding support from Dr. Jayaram would be useful for not only completing the process but also transferring to other colleagues.

A campus visit was organised for the retreat participants after the completion of the regular events.

After dinner the day proceedings were closed with a composite of cultural events performed by the members at ABM towers, the place of stay of the retreat participants.

#### **Day-4**

The day started with prayer. The support of Dr. Jayaram during the previous three days was lauded and it was expressed that his views regarding the vision, mission and value statements will be taken care of by the organization. Incidentally, as the day fell on the world water day, DHAN Vayalagam foundation screened two documentary films, which created a bigger impact on DHANites on importance of water. Water is becoming

the most wanted commodity and we should use it judiciously was the message conveyed strongly through those films. The draft national water policy is also framed by our country considering the growing demand and disputes over water. DHAN Vayalagam Foundation has suggested some changes in the policy, considering few issues and missing elements in the draft. DHAN Vayalagams new initiative for conservation of water through awareness campaigns involving Lady Doak and Fathima college has been a success and more focus to be given in forthcoming years for expansion of this to different colleges across states. Our Executive Director insisted that beyond awareness, action through Shiramadhan to clean up water bodies and demonstration of this is planned in Manamadurai.

The proceeding of the strategic forum meetings and CFM meetings held during the year 2011-12 was shared by Ms. A. Umarani. Five strategic forum meetings have been conducted last year, the one due by March last week, the agenda being on institutional processes, succession and rotation, Annual performance enabling program and regional support for states for which solid decisions like rotating and finalizing the board members of DHAN nested institutions was done. In the CFM meeting diversification of donors for resource mobilization, developing a livelihood model by collaborating with NRLM, framing of Livelihood policy and streamlining the new lending policy based on purpose wise loan implemented by Kalanjiam, Vayalagam and Tanks programs were focused.. For the CF meetings of ensuing two years Ms. V.K. Padmavathi will take over as Secretary, the post presently being held by Mr. A. Gurunathan. The twenty eighth CFM was scheduled from 15th-17th April, 2012 which will have focus on the annual review program and contribution by thematic programs last year.

The update of the institution and way forward was given by the executive director, in which he shared the achievement of the different programs and centers and appreciated their efforts. He also said we should not feel complacent about our achievements and there is a long way to traverse. Followed by this was a session on Advancing Livelihoods-Focus of the year 2012 facilitated by Mr. P. Krishnamurthi of CDC. Presentation on Livelihood activities done so far was made by Ms. Sivarani, Mr. Kiran Kumar, Ms. Rama Praba and Mr. P. Lakshmanan.

The Retreat event 2012 concluded successfully with vote of thanks by Mr. Chandrasekar, Regional Coordinator, Mysore. ■

## Institutional Brief and Way Forward

M.P.Vasimalai\*

I am happy to share the institutional achievements last year to all DHANites. The year was good for DHAN, not only we were able to make salient achievements but also our work being recognized well, the feather in the cap of all being the Sitharam Jindal award to the organization which carried a prize money of one crore rupees. DHAN was awarded for the works we have done in the field of rural developments through various thematic approach. Along with DHAN, Shri Dharmasthaala Veerendra Hegde and the Rishi Valley Foundation got the award for the works in the field of health and education respectively. More than the award, the Dr. A.P.J. Abdul Kalam and Anna Hazare also being in the award list added value to our works.

DHAN has been organizing Madurai Marathon event every year, which is basically a event for creating awareness on different social issues and also a fund raising event. This year the Madurai Marathon event rechristened as Walkathan 2012, the theme of which was the Climate Change. Earlier event were organized focusing only Madurai and this year it got extended to other cities. The Walkathon 2012 conducted in Mysore had a overwhelming response. A fund of Rs.55 lakhs was raised for this event by Mr.Santhanam and another Rs.6 lakhs being provided by Axis bank. I extend my wishes to all those who have organized the event successfully. Unfortunately we had a problem this year in Madurai where the city commissioner gave permission for participation of only 3,000 people, while our original plan was for 25,000 participants. In fact, it was a not a problem but opportunity in disguise, because of which could strengthen the process by organizing Walkathon 2012 at the same date in different villages in and around Madurai, which created a good impact.

I also appreciate the efforts taken by the regions to celebrate Foundation day, which helped the regions to set up standards and milestones for moving ahead towards a definite goal. A special committee will be set up to identify and reward persons from poor background, who have strived hard to come out of poverty and have done salient achievement in their life



during next Foundation day celebration. A committee for his will be constituted much earlier by June/July for institutionalizing the process.

Our plan to reach 1 million poor families through our developmental works by September, 2011 was achieved which is a great feat. Not only the reach but the impact we create through our programs are much important. A strategic plan for next five years, with targets for poverty reduction should be done at grass root level and that will be the focus for next five years. The impacts of our developmental efforts should be carefully documented, which will keep our spirits high.

As a developmental worker, we all have to have an eye on economy of our country and the path in which the country travel. The budget document of a country is the financial plan which speaks about the revenues and deficits, with focus on different developmental areas. I insist every DHANites to go through the Budget document 2012 and all regions to have a copy of it. Not only the national budget, the state, municipal and panchayat level revenues and expenditure should be known to grass root development workers

Let me come to program wise achievements last year. The CALL program which works in coastal context completed the donor commitments to Oxfam and NOVIB by December, 2011 the effort of which got appreciation. The Minor millets project under Rainfed Programme, which is a basically a action research project is being carried out excellently and the

milestones fixed were crossed in the first year, beyond the expectation which was very well acclaimed by all the stakeholders. Mr.M.Karthikeyan and Mr.M.Palanisamy, contributed much for this success. The process of constituting the advisory committee is a good start for the programme. More focus will be given by the organization to promote cultivation and consumption of small millets, which have high nutritive value and can fetch good returns to the cultivars.

DHAN Vayalagam (Tank) Foundation also has done a commendable job in implementing a CSR project of ITC, which will enable us to take similar such CSR sponsored initiatives in the near future. The collaboration between Government of Andrapradesh and DHAN, in implementing the states watershed program also yielded productive results. It also got support for India water week program the efforts of which are also commendable.

The UPNURM program which is a National Umbrella programme for resource management implemented by DHAN Vayalagam and KDFS is also in progress and the achievements of which also deserves appreciation

With respect to community banking programme, the state sponsored SHG program in Maharashtra, gets implemented with DHANs support. The Maharashtra government, pleased with our efforts extended support for promoting additional locations which speaks of our work. Apart from this Convergence of Agricultural Interventions in Maharashtra(CAIM) project also gets implemented there with DHANs support. The proposal to SRTT also got sanctioned and much effort was made to fine tune to proposal. Anemia reduction program got diversified across many locations. Based on the initial success, the model was replicated to other locations, without incurring much additional cost. This model can be replicated by the respective state governments focusing on anemia reduction.

TATA DHAN academy completed the Ekal Vidhyalaya Foundation's educational project with the support of our own team in different locations in different states which shows that resource is available with DHAN for taking any kind of research

People Mutuals got integrated with ITC because of which weekly communication through skype with people in Netherland was made possible. The establishment of IGNOU community college by DHAN

People Academy and collaboration of DHAN ICT with IGNOU also adds value to our organization.

With respect to Panchayat programme, a proposal is about to get sanctioned by April, 2012. The new themes like Youth and development and Migration needs exclusive persons to coordinate.

The Center for documentation and communications, has ventured into a new initiative along with KTL to bring younger generation to exhibit their talent in art and short film making by enabling them through proper training and also through support of local television channels and other satellite medias. The task of submission of our achievements for Jindal award and subsequent facilitation of their field visits was done by Mr.P.Krishnamurthi of CDC. The center for research has completed the diagnostic study of cooperatives and came up with a quality report. The City Human Development Report preparation for Madurai and Salem which will get completed in few months will also be a good document for micro level planning in these two cities.

The Kalanjiam Development Financial Services is implementing housing program with the support of RABO bank, apart from focusing on regular loans. Livelihood loans for agriculture and dairy will also get extended through KDFS. People Mutuals has launched the micropension scheme and a MoU is to be signed with LIC

## Way Forward

Though we have many achievements behind, I feel that there is lot more to do with focus on specific areas in the coming years.

With respect to Livelihood development, we have to further strengthen our approach. Livelihood deepening with concrete goals, strategies and plan for the implementation particularly in agriculture, dairy and livestock must be given priority. Strengthening the existing PPGs and PMGs and promoting new PPGs and PMGs must be done. Our efforts should result in poverty reduction the results of which should be properly documented. Like for minor millet project more farmers participatory action research project must be taken at a larger level in agriculture, which will help to solve the crisis now farmers and agriculture are facing.



I feel that we have rich experience in livelihood and livelihood models based on our experience should be developed and proposals to NRLM to be generated. The government has planned to support educational loan to the needy, but still the students face the problem of obtaining these loans and we should focus in the coming years to channel these educational loans to the students through our people institutions.

Regarding the Human Resource, we have few issues which we have to address by redeploying right person at right place and decentralizing and contextualizing the human resource development through regions. Each one of us can take responsibility for bringing a additional person with fire in his heart for development work, the process of which be made formal by allocating specific time for it. A separate policy is also need for the contractual staffs. DHAN People Academy and Tata-Dhan academy have a critical role in human resource development. The administrative services pool, leadership development pool and people organization pool should be strengthened

As a grass root organization Community Identity of our organization has to be strengthened which fill facilitate recognition of them by the stakeholders. I suggest for conducting retreat at federation and regional levels to enable the community to participate in the strategic planning process. The creation of public private partnership of our community organizations and of the government should be given priority in the coming years.

As our health program has expanded in a larger scale, Mr.R.Rajapandian will be assigned to look after it. A new educational initiative, the works of which has also

commenced and Mr.N.Karthikeyan voluntarily came forward to lead this initiative. Special focus will be given for strengthening education in Tribal areas.

A data base management system has to be created at all program office, since documentation speaks more about our works and will serve as a reference not only to others, but also for ourselves in long run. ITC will take care of computerized management of data. The Publication division of CDC will come out with publications of our works through different programs. A monthly popular journal is also planned in the coming years.

The regions should make efforts to capture the lending processes followed in the locations to strengthen the system. I suggest for following cross guarantee mechanism in financial lending. Professionalizing the insurance packages to the community right from insurance education to claim settlement must be done. All locations should adhere to the non negotiable standards prescribed by the region.

I feel that there is a need for creating Medical fund for staffs at institutional level the mechanisms of which is to be worked out. Though medical insurance coverage is available to staffs, this fund will serve as a additional support. The institution has also planned for new salary package for both people and DHAN staff. As DHANite's we always closely relates with community and wearing the dress which symbolizes the community with which we work at least once in a week can be our dress code.

I once again appreciate one and all who have contributed to the achievements of the organization and hope forward for much progress in the coming years.



## Reflective meet on the Budget-2012-2013

A budget is an important concept of microeconomics, which is a financial plan with a list of all planned expenses and revenue. In simple terms it is plan for savings borrowing and spending. For planning the development of a country, budget plays a crucial role. To drive the importance of budget to the various actors involved in the development process, particularly the younger generation Tata-Dhan Academy is engaged in conducting a knowledge building and review event on the budget of the country, on the day it is presented in the Indian Parliament every year. The union budget for the year 2012-2013 was presented by our Finance minister Mr. Pranab Mukherjee was presented on March 16, 2012, when the country was facing a problem, the growth being not on the expected trends (slower growth).

This year also Tata-Dhan Academy organized the reflective meeting on the Indian Budget on March 16,

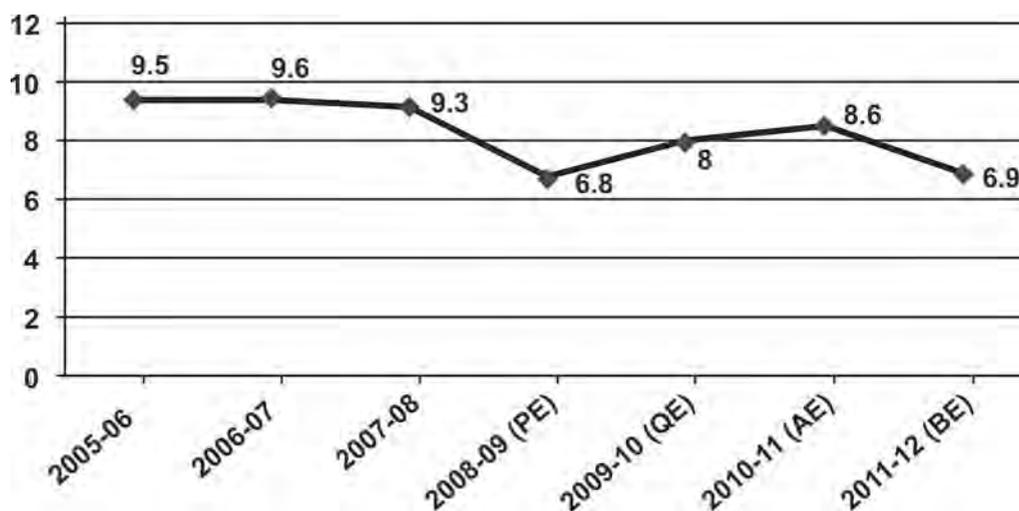
2012 at Hotel Germanus, Madurai, Tamil Nadu which had a overwhelming response than the previous years, showing the interest of the participants. Nearly 150 participants including from the students of American College, Fathima College, Thiagaraja School of Management and Agricultural College, Madurai participated. Apart from them faculties from Department of Economics from Colleges, Bankers, Auditors and NGO representatives participated in the event.

### Fiscal Behaviour of Indian Economy - Sectorwise Growth

The event started with the analysis of Fiscal behavior of Indian Economy with focus on sector wise growth in the previous years, a presentation made by Dr. Jena and his team of Tata-Dhan Academy. The following were the highlights of the presentation.

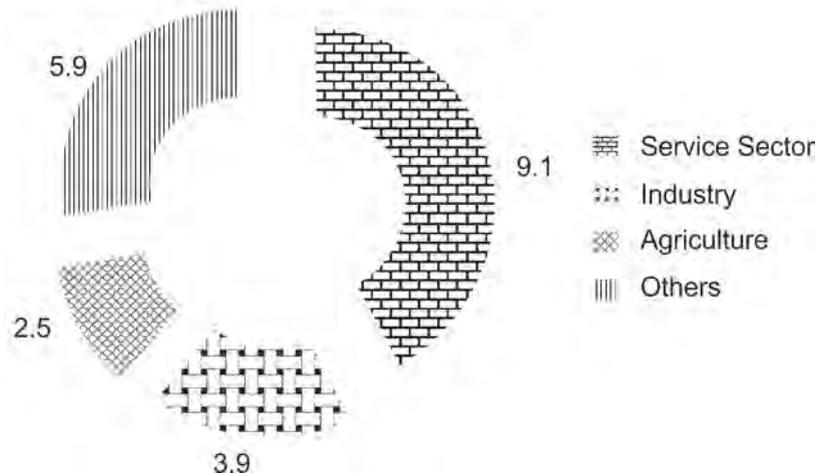
- ✎ The India's GDP growth is a cause of concern in recent years. The GDP was as high as 9.5 and 9.6 in the year 2005-06 and 2006-07 respectively, whereas the growth was only 6.9 (as per the budget estimate 2011-12). Compared to previous years the GDP fell by 1.7 %, which is a serious cause of concern ( Fig. 1).

Fig.1 India's GDP growth rates (2004-05) prices)



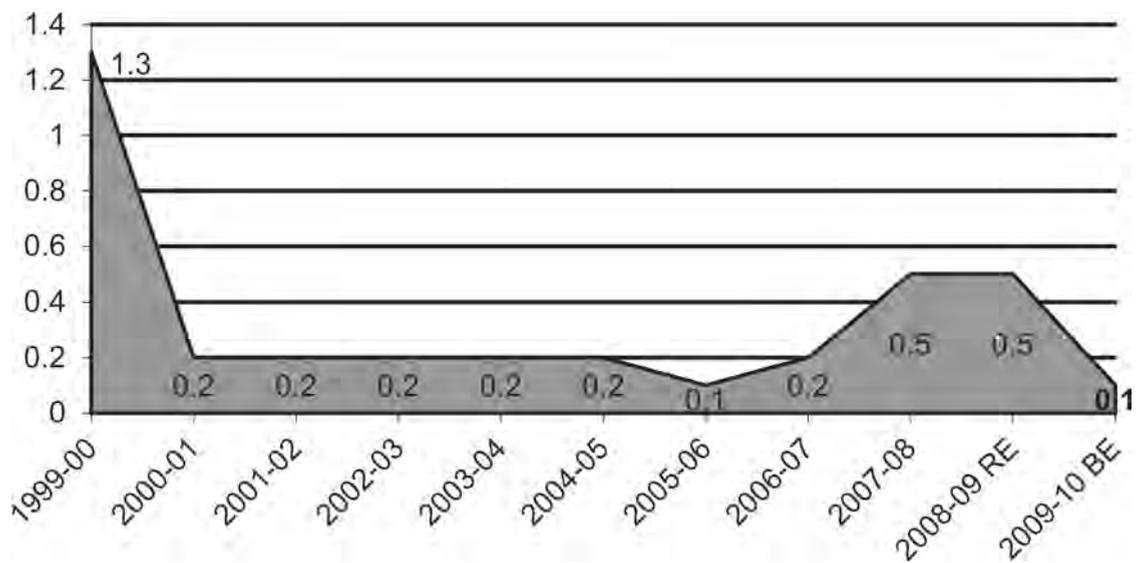
- ✎ The GDP contribution of service sector, Industry, agriculture and other sectors were 9.1 %, 3.9 %, 2.5 % and 5.9 % respectively in the year 2011-12, the contribution by the agricultural sector being the lowest. The contribution by the agriculture and the industry has shown a sharp decline in 2011-12 compared to the previous years.

### Sector-wise GDP Growth Rate (%) 2011 - 12



- ✗ The fiscal deficit, revenue deficit and the primary deficit remained at 4.6, 3.4 and 1.6 as per the 2011-12 budget estimates.
- ✗ The inflation rate of 6.9 % is high, this too being achieved by the country with much efforts by the government. The increase in cost of whole sale price index of food crops contributed much to the inflation.
- ✗ Concentration to **agriculture and allied sector**, which is a necessary condition for inclusive growth, is decreasing over the years. The land, labour and capital issues are increasing ( exploitation of land and water resources, less productive labour and the capital support declining)
- ✗ The share of agriculture and allied sector to total GFCF in 2010-2011 was only 7.2% 9( at 2004-05 prices). The GFCF in irrigation and electricity for agricultural purposes was only 0.04 crores
- ✗ The percentage of capital expenditure on agriculture and allied activities to total expenditure is declining rapidly ( Fig.3)

Fig.3 Percentage of Capital expenditure on agriculture and allied activities to total expenditure



- ✘ The planned out lay for agriculture and allied activities in eighth five year plan was 5.8 % which got reduced to 3.7 % by twelfth five year plan
- ✘ There was no much increase in the minimum support price for agricultural commodities as evident from the support price of wheat and paddy which remains at Rs1285 and Rs1080 in the year 2011-12, even though the cost of production has increased manifold.
- ✘ With respect to **employment in organized sector**, the public employment remains stagnant whereas the private employment has improved. Employment in Khadhi and village industries, Handloom and cooperative societies shows a declining trend.
- ✘ The share of employment in industry sector is around 22 % (2009-10). When manufacturing alone is taken into consideration the share is 16 %, whereas the share of employment generated by construction works is around 10 %. Compared to china where 40 % of employment is generated through manufacturing, India falls short very much.
- ✘ The budget allocation and expenditure on Social sector is yet another cause of concern. The total social service expenditure as % of GDP in health, education and other sectors (nutrition, gender etc..) is only 3 %, 1.25 % and 2.25 % respectively as per budget estimates 2011-12.
- ✘ With respect to poverty of the country it was reported differently by different agencies 28 % by Planning commission, 37.2 % in Tendulkar committee report and 50 % by Saxena committee report. This shows that a consensus is yet to be arrived in poverty estimation across the country, without which planning becomes difficult.
- ✘ The total public expenditure on education as % of GDP has come down from 3.94 % in 2000-01 to 3.37 % by 2007-08, though there is no much variation.
- ✘ Annual Status of Educational Report (ASER) 2011 by PRATHAM shows that, private school enrollment has risen (6-14 age group), increasing from 18.7% in 2006 to 25.6% in 2011. However it reports decline in quality of education. The % of children in Std V able to read a Std 2 level text has dropped from 53.7% in 2010 to 48.2% in 2011. The % of std III children able to solve a 2 digit subtraction problem with borrowing has dropped from 36.3% to 29.9%

in 2011.(in case of STD V, 70.9% in 2010 to 61.0% in 2011)

- ✘ With respect to Environmental performance index India ranks 122 out of 132 world wide, though the process of estimation is disputable considering the size of the country. The allocation as of % GDP for **environment** is 2.84 %. Specific focus is expected on climate change in the current budget which is a welcome sign.

### Budget 2012-13 Highlights

The participants then watched the budget presented in the parliament by the finance minister in a wider screen carefully.

- ✘ GDP growth estimated at 6.9 per cent in real terms in 2011-12. Slowdown in comparison to preceding two years is primarily due to deceleration in industrial growth. India's GDP growth in 2012-13 expected to be 7.6 per cent +/- 0.25 per cent.
- ✘ Food and fertilizer subsidies continue. In forwarding subsidies to agriculture, the system of direct subsidy to retailers and farmers will be introduced as per recommendations of Nandhan Nilakeni's Panel report.
- ✘ Microfinance bill 2012 and other banking amendment bills to be tabled.
- ✘ Government to earn Rs30000 crores through disinvestment
- ✘ Rajiv Gandhi equity scheme through which tax exemption can be had upto Rs50000 can be had to be introduced which will help the government to generate revenue to a tune of Rs60000 crores
- ✘ Budget for infrastructure doubled from Rs30000 crores last year to Rs60000 crores in 2012 -13.
- ✘ Rs5000 crores to HUDCO and SIDBI each for housing
- ✘ Rs4000 crores allotted for affordable housing project through rural housing fund ( Increased by Rs1000 crores than last year)
- ✘ R15888 crores to refinance RRBs/PSU's/agricultural cooperatives
- ✘ Agricultural outlay was marginally increased to 18 % to a tune of Rs20208 crores.
- ✘ Rs2242 core project for dairy development with world bank assistance to commence

- ✗ Rs5.75 lakh crores allotted for agricultural credit.
- ✗ Post-harvest loan against warehouse receipt planned
- ✗ Rs200 crores for scientific research and technological development
- ✗ New PDS scheme based on AADHAAR card to be introduced.
- ✗ Rs 3915 crores allotted for NRLM scheme which is 34 % higher than previous year allotment.
- ✗ MGNREGA allotment to be reduced to Rs30,000 crores from Rs40,000 crores, primarily due to underutilization.
- ✗ Interest rebate to SHGs ( rate of interest will be 7 % for loans upto Rs 3.00 lakhs)and additional 3 % rebate on prompt repayment is announced. However this is restricted for implementation in 150 districts only.
- ✗ Right to Education (RTE)-Sarva Shiksha Abhiyan (SSA) received Rs 25, 555 crore allocation, showing an increase of 21.7%; while a 29% increase for Rashtriya Madhyamik Shiksha Abhiyan making it Rs 3,124 crore.
- ✗ A credit guarantee fund for educational loans to be set up for ensuring better flow of credit to students and prevent the present problems is ensuring educational loans
- ✗ An allocation of Rs 15, 850 crore was made for Integrated Child Development Services (ICDS) scheme, an increase of 58% and Rs 11, 937 crore for National Programme of Mid-Day Meals in schools for the year 2012-13. Also, an allocation of Rs 750 crore was proposed for Rajiv Gandhi Scheme for Empowerment of Adolescent Girls, SABLA.
- ✗ The health sector has got a total outlay of Rs 34,488 crore in the budget estimates for 2012-13, which is 13.24 per cent more than the budget estimates of Rs 30,456 for the ongoing fiscal.
- ✗ Proposal to allow deduction of upto Rs5,000 for preventive health check up.
- ✗ National Urban health mission to be set up
- ✗ Fiscal deficit is expected to be 5.9 % in 2012-13 and the revenue deficit will be Rs1.85 crores
- ✗ The IT rebate slab was increased to 2.00 lakhs with tax of 10 % for income between Rs2.00 to Rs5

lakhs, 20% for Rs5 to Rs10 lakhs and 30% for income above 10 lakhs.

- ✗ Measures to revamp Airline industry

### **Budget Review**

The post lunch session focused on reviewing the budget 2012-13 with sector focus especially on its impact on Agriculture and microfinance and Social development. The overall review of the budget was also done. The Tata-Dhan academy students remained as facilitators for these deliberations. Discussion in local language was also permitted on request from the participants so that ideas flow without any barrier.

### **Agriculture and microfinance**

The panel for this session were Mr. A.Gurunathan, CEO, DHAN Vayalagam (Tank) Foundation and Mr.Kalyanasundaram, of INAFI-India. The panel reflected that the budget was drafted taking into account the present economic and political scenario of the country. The panel welcomed the higher allocation of funds for agriculture (18%) but felt that it is not sufficient and the interest rebate to SHGs is a welcome move by the government. The other reflections that came from the participants are

- ✗ The allocation for agriculture cannot be increased all of a sudden, but only gradually and we should see positively that something is better than nothing.
- ✗ Contrary to reports in media, the fertilizer subsidy was kept intact which shows that government has realized that some subsidies are inevitable.
- ✗ Interest rebate to the SHGs must be expanded in the near future for sustainability of the movement.
- ✗ Microfinance bill 2012, though a good effort care should be taken that it does not lead to problems of multiple lending or poses threat to SHG movements promoted by many state governments and NGOs.
- ✗ Rather than the mere allocation of higher agricultural credit to a tune of Rs5.75 lakh crores proper utilization of the same as well as their repayment is more crucial.
- ✗ Implementation of Nilakani Panel report of forwarding direct subsidy by Dec,2012 will be problematic, time consuming and may lead to corruption without placement of proper systems and accurate time saving delivery channels.

## Social development

The panel for this discussion was Mrs. Bhimla Chandrasekar of Ektha Foundation and Mr. Muthuraja, Prof. of Economics, American college. The panel felt that Budget literacy among people is very important in the sense that people can participate in the development process of our country. The students can also voice their opinion in [www.indianbudget.com](http://www.indianbudget.com). More gender focus could have been given in the budget, the panel felt. The participants appreciated the allocation of funds for scientific research, for education and health as reasonably good. However only when the educational and health status has improved we can feel proud about these allocations. The report that 47% of our children are malnourished, the status worse than drought affected African countries is to be viewed seriously. The increase in monthly pension to the disabled from Rs200 to Rs300/ is not at all sufficient, as strongly represented by one of the participants. It should be much higher, considering their plight and the present cost of living since it will not cause a bigger dent in the budget, the participant felt.

## Overall view of the budget

The panel for this discussion was Mrs. Vidhya Suresh and Mr. Kodhanda Raman, Professors from Thiagaraja School of Management. Mrs. Vidhya quoting Chanakya said that “ a government should collect tax from the people like honey bees which collect honey from the flower i.e without the people feeling the disturbance much. In that way this budget was cautious and hence cannot be said as a unique budget, considering the economic situation of the country. The following were the response of the participants

- ✘ The widening of tax net to the entire service sector, except for 17 services (like government sector, public transport, education etc) had a mixed response viz. some welcoming the decision and some opposing.
- ✘ More than bringing a white paper on black money no other solid measures were given in the budget, because curtailing black money and corruption alone can reduce the fiscal deficit of the country.
- ✘ The income tax slab revision from Rs.1.8 lakhs to Rs.2.0 lakhs and introduction of Rajiv Gandhi equity scheme for tax redemption was appreciated.
- ✘ Taxation to industry and service sector went up as expected from 10 % to 12 %, since the government had no other option.

- ✘ Though food and fertilizer subsidy is retained, subsidy to petroleum products are likely to get reduced which means that there will be increase in the cost of petroleum products in the near future.
- ✘ The fiscal deficit for the year 2012-13 is estimated to be 5.1 % which reflects that this is a deficit budget.
- ✘ The FDI investment in defense was also debated whether it is right or wrong. Only when it is administered with at most care, this will be of benefit or otherwise may be detrimental to national health.
- ✘ Though inclusive growth is talked about, it is not possible without giving due importance to agriculture sector on par with industry and service sector.

Mr. Kodhanda Raman had a word of caution that the increasing deficit means we have to borrow more and more from outside, which will increase both the credit and interest burden of the country, which is not at all good when seen on a long term basis. The government has to borrow additional Rs5.13 lakh crores which is not at all a good sign.

The budget review meeting 2012-13 was a grand success considering the feedback from the participants that post-budget sessions on these must be held on quarterly basis to review the actual progress, where we lag and where we failed to plan. Mr. Vasimalai, Executive Director of DHAN Foundation suggested that not only the national budget, but also the state budget and the local municipal and panchayat budget should be reviewed seriously by the development practitioners to know the path towards which we are heading. The efforts of DHAN Foundation and Tata-Dhan Academy and its students in organizing this event got appreciation in the feedback. ■

### Electricity Saving Tips

**Computer:** More often, we shut down our PC, but remain careless in switching off the monitor. Keep both the monitor and computer switched off when you are not using them or even if you are about to commence your work again even after few minutes. Practice this consciously regularly until it becomes a habit. Go for LCD monitors since it consumes lesser power.

**Water Heater:** Use geyser with thermostat and use it at minimal heat. Instead of hot water prefer warm water which is good for your health also. If possible go for solar water heaters.

# DHAN Foundation bags Jindal Prize 2011

**D**HAN Foundation bags Jindal Prize 2011 for its contributions in rural development and poverty alleviation. The prize carries a cash contribution of Rs. 1 crore to further its initiatives. The Jindal Prize has been instituted by Dr. Sitaram Jindal to accolade exceptional service of current significance rendered by individuals or organisations for the welfare of Indian citizens in the country. It is expected that the recognition garnered by the Jindal Prize awardees will catalyse their efforts towards social upliftment.

Sitaram Jindal Foundation has honoured 27 Outstanding Institutions and individuals including DHAN Foundation. Five prizes carrying Rs. 1 crore each have been given to DHAN Foundation for Rural Development and Poverty Alleviation, Rishi Valley Education Centre, Chittoor (AP) for Education - with moral upliftment, Shri Dharmasthala Veerendra Heggade for Health - including drugless healing, APJ Abdul Kalam for Science and Technology, Justice N Santosh Hegde for Social Development.

The founder of the Art of Living Sri Sri Ravishankar and Shri Tejendra Khanna, Lieutenant Governor of Delhi gave away prizes to winners in New Delhi on February 23, 2012.

Together Jindal & S R Jindal Prizes had attracted close to 2000 nominations in the first year of launch, mirroring the exceptional response for the Prizes. The nominations were invited from across India and abroad through advertisements in print and electronic media as well as the website of Jindal Foundation. The nominations received were adjudicated by Juries comprising eminent persons of high integrity through a process independent of the working of the Foundation.



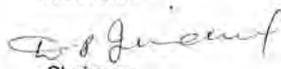
## Jindal Prize - 2011

### DHAN FOUNDATION (Development of Humane Action)

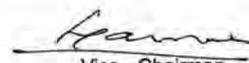
*DHAN FOUNDATION (Development of Humane Action), Madurai is awarded 'Jindal Prize - 2011' at the hands of Gurudev Sri Sri Ravi Shankar ji for their exceptional achievements in the field of Rural Development and Poverty Alleviation. This Award carries a Cash Prize of Rs. 1 crore.*

*With the vision of building poverty free, gender balanced, equitable, ecologically sensitive, democratic, just and value based inclusive society, DHAN Foundation follows 'Enabling' and 'Institution Building' approach which lays emphasis on self-help, mutuality, community ownership and control over resources and benefits. DHAN Foundation has successfully built Peoples' Institutions as vehicles of change with sustainable results in poverty alleviation. With their dedicated efforts, apart from other achievements in Rural Development, DHAN Foundation has economically empowered 9,23,865 women and marginalised poor in 12 states of the country through 37,051 Self Help Groups*

23rd February 2012  
New Delhi

  
Chairman  
Sitaram Jindal Foundation



  
Vice - Chairman  
The Jury

Briefing about the Prize, M.P. Vasimalai, Executive Director of DHAN Foundation said "The prize is timely, as DHAN Foundation reached a mark of one million poor families through its pioneering initiatives such as Kalanjiam Community Banking Programme and Vayalagam Tankfed Agriculture Development Programme, spread over 12 Indian states and over 10000 villages and slums"

"Since 1990, we have launched new themes in the beginning of each decade. The Kalanjiam and Vayalagam Programmes promoted by us in 1990, have now become larger programmes, and took a shape of resource centres supporting other development organisations, government agencies who are interested in replicating our model. ICT for poor, Democratising Panchayats, Tata-Dhan Academy and Rainfed Farming Development Programme were launched in 2000, and in 2010, we

have launched Youth and Development, Migration, Climate Change Adaptation. DHAN will continue to evolve and launch new themes for poverty reduction in the future" he added

V.K. Padmavathy, Programme Leader, DHAN Foundation said "Driven by the philosophy of 'Giving back to the Society", DHAN Foundation attracts, grooms and engages highly motivated, educated young women and men to the development sector. Over 700 professional graduates drawn from various disciplines have been employed at the grassroots work along with 2500 local field workers. All these were possible because of the collective efforts of the communities with whom we are working, our collaborators, and DHAN Professionals and field workers working at the grassroots level".

## Feature

# Revitalizing Irrigation Tanks for Ensuring a Food Secure Future: Contributions of Vayalagams in South India

A.Gurunathan \*

## Overview

**W**ater and Poverty has a close nexus. Poverty is in general a complex, multi-dimensional issue challenging the growth and development of underprivileged across the world, most particularly in the developing nations like India. Within the on-going debate over water and poverty nexus, the agricultural water holds an important place. While the solutions to many dimensions of water and poverty problems such as livelihoods and food security comprising sanitation, hygiene, access to safe and potable water supplies calls for increased expansion of services, the agricultural water/ green water problems requires significant improvements in the existing services through favourable policy interventions.

Access to irrigation infrastructure for the poor people allows them to enhance their production and income



and broaden the opportunities to diversify their income base, reducing the vulnerability caused by the seasonality amidst the threats of climate change. Thus, creating a favourable mechanism or system that provides opportunity for the poor peasants to rebuild and renovate

the irrigation infrastructures to serve the needs of their marginal farm holding has the potential to contribute to poverty reduction and the movement of people from ill-being to well-being.

### Irrigation Tanks – A neglected System

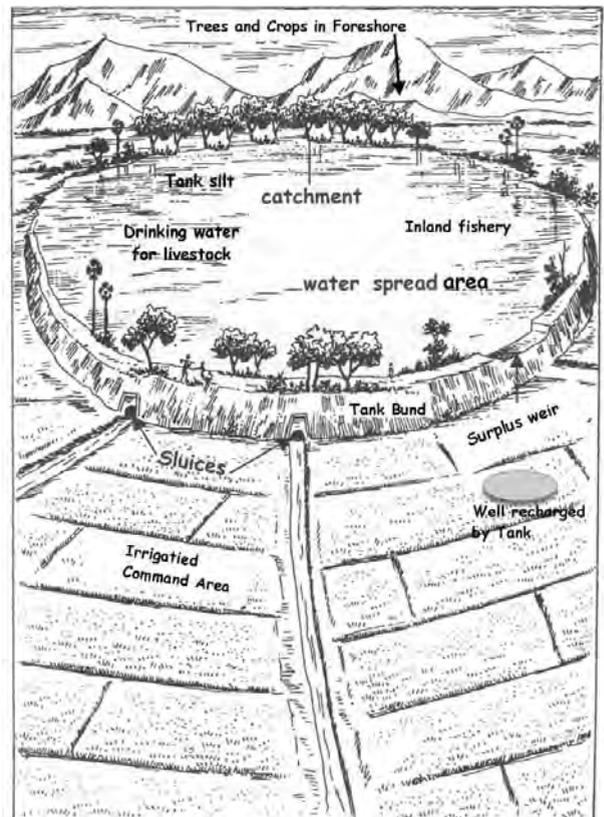
India, a South Asian democratic country, has many historical evidences on irrigation structures, systems and management, almost from 8<sup>th</sup> century A.D onwards. They captured India's long history of human interventions in the management of village water bodies for agriculture. One such intervention, is an irrigation tank. A tank is a simple earthen banked rainwater harvesting and storage structure, designed by the early settlers using their indigenous wisdom and constructed with the generous support of native rulers and chieftains over the past several centuries. Surprisingly these earthen structures have withstood the test of time and survived over many centuries. They are simple technological innovations developed by those people to accommodate their primary needs and adapted to the distinctive Indian climate – intense monsoons followed by protracted droughts.

Sir Arthur Cotton, a well-known British Engineer who worked in India at the time of Colonial imperialism exclaimed on seeing the constructed tanks:

“The natives have constructed tens of thousands of tanks in almost every kind of soil with earthen bund without the puddle bank, which English Engineers fancied necessary”.

**John Ambler (1994)** aptly describes the usefulness of tank systems as follows:

“Tanks need to be thought of in terms of a wide complex of natural resources, physical facilities, land use patterns and managerial institutions. The tank is not simply an irrigation system that starts from the reservoir down. It is also a collection point for run-off from the catchment area, pond for pisciculture, source of silt for fertilization and construction material, a recharge structure for local groundwater, a location for cultivation on common lands, a source of drinking water for livestock, and finally, an irrigation system for crops. To help keep in mind this multiplicity of uses which spans the administrative ambit of several government



departments, it is useful to think of tank complexes rather than tanks, which too often connote only the direct surface irrigation aspects of these systems.”

### Tanks and their Functions

The tank system has four different functions in irrigated agriculture: soil and water conservation, flood control, drought mitigation and protection of environment of surrounding area. Likewise, development of tank irrigation has to undergo the four phases, namely, water acquisition or harvesting, storage, disposal of surplus water, distribution and management of water in the command area by an institution. The tank complex comprises the catchment area, the feeder channel, tank bund, water spread area, sluice outlets, command area, field distributaries (water courses) and surplus weir.

While the South and East Indian tanks are known for their antiquity and are created essentially as a source for providing supplementary irrigation during monsoon season, innumerable small water holding structures called ponds have been in existence in many North Indian states and some were constructed even after

Independence for multiple uses including irrigated agriculture. Although many of these ponds are primarily meant for inland fresh water aquaculture, they have also been used for multiple purposes like irrigated agriculture, livestock and other domestic uses. Tank irrigation has thus a rich heritage on account of long historical antecedents in various regions of India. Over centuries, tanks and ponds constituted an important supplementary source of water to the distressed poor.

The advantage of tank irrigation is its proximity to the command area, so that the water requirement of

the crop can be assessed and supplied from the tank, which is the core issue of water management. Most of the small tanks serve one single village and its hamlets, enabling the de-centralized management to be effective.

Despite the fact of having higher irrigation efficiency and equitable water distribution for ensuring food security, compared with canal and well irrigation systems, the net area irrigated by tanks dwindled from 34.68 million ha during 1952 to 29.16 million ha during 2000 (Table 1). More-over, the productivity from tank irrigation command has also decreased.

**Table 1: Comparison of Tank Irrigated Area, 1952-53 to 1999-2000-India**

*Unit in '000 ha*

Period	Net Irrigated Area				NIA	GIA
	Canals	Tanks	Wells	Others		
1952-53	8613 (41.00)	3468 (16.51)	6339 (30.17)	2588 (12.32)	21008 (100.0)	23016
1962-63	10568 (42.15)	4651 (18.55)	7430 (29.64)	2420 (9.65)	25070 (100.0)	28631
1972-73	12983 (41.22)	3822 (12.13)	12377 (39.30)	2313 (7.34)	31494 (100.0)	38560
1982-83	15808 (39.55)	3165 (7.92)	18593 (46.52)	2406 (6.02)	39971 (100.0)	51006
1992-93	17247 (34.92)	2817 (5.70)	25884 (52.40)	3114 (6.30)	49395 (100.0)	65215
1999-2000	17609 (31.29)	2916 (5.18)	32536 (57.81)	3223 (5.73)	56285 (100.00)	75099

*Source : Water Statistics, Central Water Commission, 2002*

The distribution of land holding in a tank irrigated area is owned by marginal, small, semi-medium and medium farmers. There is a gradual increase of farm size under tank in less than 2 ha category since 1970 owing to land distribution within farming family as the entitlements to the wards. (Table 2) It also implies that the farmers who are falling under subsistence living highly depend on the above optimum performance of tank irrigation systems in order to access their food security from the piece of land asset.

Size Class	Tank irrigated area					ACGR (%)
	1970-1971	1976-1977	1980-1981	1985-1986	1990-1991	
Marginal (<1 ha)	737 (21.00)	742 (23.25)	941 (28.24)	805 (28.92)	940 (31.79)	1.22
Small (1-2 ha)	668 (19.03)	627 (19.64)	742 (22.27)	636 (22.84)	682 (23.06)	0.10
Semi-Medium (2-4 ha)	800 (22.79)	730 (22.87)	753 (22.60)	638 (22.92)	654 (22.12)	-1.00
Medium (4 -10 ha)	828 (23.59)	732 (22.93)	636 (19.09)	509 (18.28)	503 (17.01)	-2.46
Large (>10 ha)	477 (13.59)	361 (11.31)	260 (7.80)	196 (7.04)	178 (6.02)	-4.81
All Total	3510 (100)	3192 (100)	3332 (100)	2784 (100)	2957 (100)	-0.85

Size Class	Percent of Tank Area to NIA					Reduction % (1991 over 1971)
	1970 -1971	1976-1977	1980-1981	1985-1986	1990-1991	
Marginal (<1 ha)	16.78	13.24	13.69	9.99	9.94	-40.75
Small (1-2 ha)	14.09	11.56	11.21	8.31	7.51	-46.72
Semi-Medium (2-4 ha)	12.11	10.23	8.64	6.59	5.96	-50.79
Medium (4 -10 ha)	9.94	9.17	6.44	4.91	4.46	-55.15
Large (>10 ha)	9.47	9.78	5.50	4.17	3.63	-61.68
All Total	12.06	10.70	9.05	6.88	6.47	-46.35

Source: *Tank Irrigation Economics, Dr.K.Palanisami (2004)*

### Revitalizing Tank systems – Building Community Ownership and Investments (Vayalagam Model)

In global context of achieving Millennium Development Goal and its indicator on environmental sustainability (Goal-7 , Target 9 and Target 10), it necessitates and warrants that all stakeholders, primarily the people should spearhead the mission to conserve as well as protect the treasures of rural small water resources like tanks and ponds by revitalizing them with community investment and building the ownership.

DHAN Foundation has initiated a water thematic programme as a small pilot in Madurai district viz.

Vayalagam Tankfed Agriculture Development Programme way back during 1992 with aim of stake building of people over the precious traditional water commons viz. tanks and ponds located in varied ecosystems by promoting social capital and community investments for revitalizing the irrigation assets. In its two decades of evolution, a community governed institutional framework was evolved and ensured sustainable food security interventions based on the community needs under a development branding “Vayalagam” (*depicts the users of water in a wetland in vernacular*). The Vayalagam Institution Model is given in Fig.1.

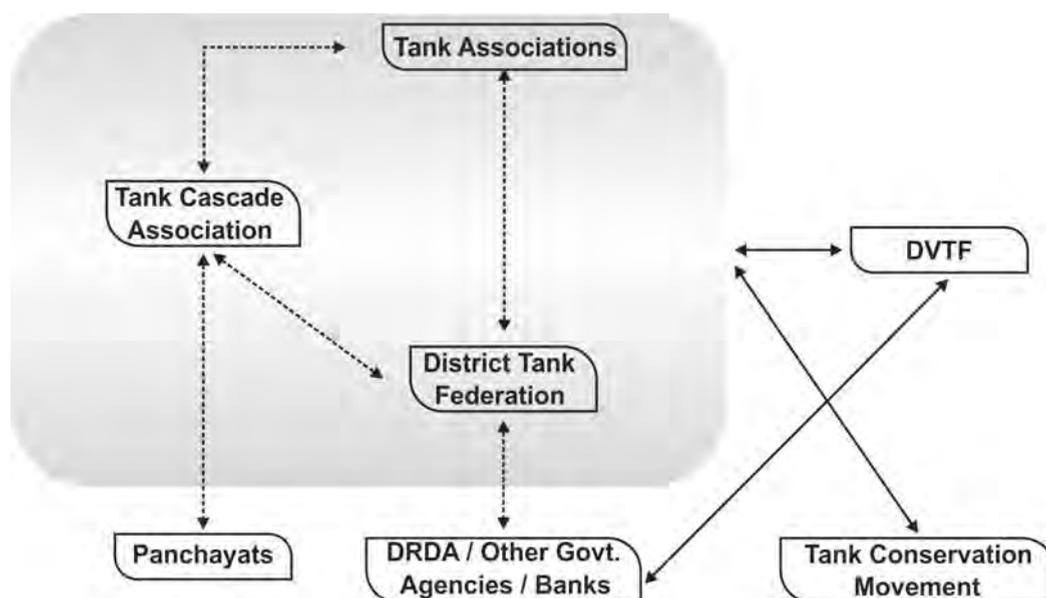


Fig 1 : Vayalagam Nested Institution Model

The program has a number of components that are necessary to ensure that the interventions are sustainable in the long term. The measures that are proposed in rehabilitation/revitalization of tanks comprise improvements not only to the physical works but also the software aspects like operation, maintenance and management of water resources. They comprise the following:

### **Prioritization of Tanks for Rehabilitation**

The tank irrigation systems taken up for rehabilitation are spread over the four states of South India viz. Tamilnadu, Andhra Pradesh, Karnataka and Pondicherry and the two states of East India Orissa and Bihar. The tanks /Ahar-pynes are selected based on the scope for working with the marginal communities whose livelihoods and food security dependent entirely on tankfed agriculture. The villages and tanks are identified in such a way that cascades of tanks are selected and all the tanks in each cascade are improved in a phased manner based on the following criteria:

- ✘ Willingness farmers to invest a part of the project cost through labour and/ or cash; while the landless will contribute labour.
- ✘ Willingness of the community to own the assets and execute the works themselves without involving contractors and maintain and manage the system thereafter.
- ✘ Building equity by involving both women and men in planning and implementation of the program.

### **Tank Institutions and their Roles**

DHAN Foundation facilitated a three tier system of community participation.

#### **(i) Vayalagams (Tank Farmers Associations (TFAs))**

- ✘ Enrolling the farmers having land and the other interested groups in the village under the command area, as members.
- ✘ Planning and implementing development works like tank rehabilitation, community well construction and on-farm development.
- ✘ Undertaking activities such as pisciculture, tree planting and brick making as a measure of generating revenue for the tank associations.

- ✘ Maintenance of tank systems and their management including water distribution.
- ✘ Building up a corpus or endowment for the tanks for maintaining and managing the tanks through the revenue.

#### **(ii) Tank Cascade Associations (TCAs)**

- ✘ Formed with the Tank Farmers Associations as members across the cascade.
- ✘ Undertaking the development works such as cleaning and excavation of feeder channels and repairs to diversion weirs/ regulators on feeder channels.
- ✘ Resolving conflicts among the Tank Farmers' Associations in water sharing and maintenance.
- ✘ Mobilising funds across villages for the betterment of the tank irrigation systems.
- ✘ Providing improved services on agriculture and water management.

#### **(iii) Tank Farmers Federations (TFFs)**

- ✘ Formed with the Tank Farmers Associations as members.
- ✘ Organising the tank farmers federation in the administrative district or block level.
- ✘ Mobilising funds for the rehabilitation of tanks from various sources including the District, State and Central government administrations.
- ✘ Organising training programs on tank related aspects for the TFAs, TCAs.
- ✘ Monitoring the operation & maintenance of rehabilitated tank systems and the performance of TFAs and TCAs.

### **Rehabilitation to Assure Food Security**

Tank rehabilitation includes not only restoring the physical structures to their originally designed standard, but more importantly, facilitating the proper maintenance, efficient water management and improved cropping practices in a sustained manner.

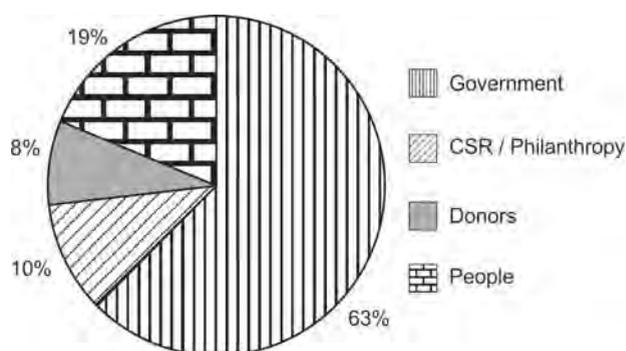
### **Prioritisation of Works**

The people's felt needs and priorities are given importance in formulating detailed work plans and cost estimates, as the planning itself is done with people's involvement. The works included in the tank

rehabilitation follow an order of priority, which the users perceive as most important.

- i. Acquisition of water
- ii. System restoration
- iii. Improvements to water use efficiency
- iv. Tankfed agriculture development
- v. Micro finance activities (MFAs)
- vi. Endowment for TFAs

DHAN Foundation empowered the Community ownership building and stake by making them to invest around 20-30% cost of rehabilitation and the rest of the share was mobilized primarily from the government through the schemes that were in vogue in different periods of time. The funding partners of DHAN Foundation also at-times supported investments in revitalizing the village water assets to demonstrate as an entry point programme to sensitize the stakeholders to participate. After the new millennium, the Corporate firms too show keen interest in partnering with DHAN Foundation in rebuilding the village water assets to meet the food security needs of the poor farmers and landless people. The fig. 2 represents the shares of different development partners in the efforts of DHAN Foundation in revitalizing the tank eco-systems to ensure food and nutritional security.



Source: DHAN Foundation Annual Reports (Net Investment in Revitalization of small water bodies =About.Rs.4275 Lakhs from 1997 to 2011)

### Ensuring Food Security in Agriculture: Sources and Status

The agriculture is the main livelihoods of over 70% population in India. The secured food production from the cultivable lands largely depend on assured irrigation sources and the contribution of monsoon rains to monsoon dependent agriculture. In Indian context, the agriculture could be classified largely based on the sources of irrigation. The following table 3 represents the status of agriculture in four different contexts.

Canal/Irrigated Agriculture	Tank fed Agriculture	Rain fed Agriculture	Coastal Agriculture
1. Mostly owned by Government.	Traditionally people owned and were involved in tank maintenance works.	Mostly subsistence farming; supplementary source of income needed for family expenditure.	Agriculture land up to 10 km from seashore.
2. Flow of water continuous, during the season. So no uncertainty in doing agricultural operations.	Season bound; so uncertainty of adequate water storage. Helps in recharge of ground water. Stabilises agricultural production in rain fed areas during deficit rainfall period.  Ensures higher productivity as that of irrigated areas during normal rainfall period.	Monsoon decides the critical activities in agriculture, as rainfall is the only source of water.	Coastal area includes seashore, backwaters, estuaries, and lagoons, which are the sources of water not quite suitable for agriculture.

Canal/Irrigated Agriculture	Tank fed Agriculture	Rain fed Agriculture	Coastal Agriculture
3. Agriculture can take place throughout the cropping season because of availability of water.	<p>Focused on conservation of water, agriculture depends on water availability in the tanks. Silt from tanks can be used as manure.</p> <p>Tanks also provide way for alternate livelihood activities like pisciculture, forestry etc., Less capital intensive to build and maintain. Provides wage employment for landless and marginal farmers.</p>	Scope exists for crop diversification and productivity enhancement as well as off-farm activities.	The major activities are Fishery, Agriculture, Horticulture, Livestock maintenance and small-scale business.

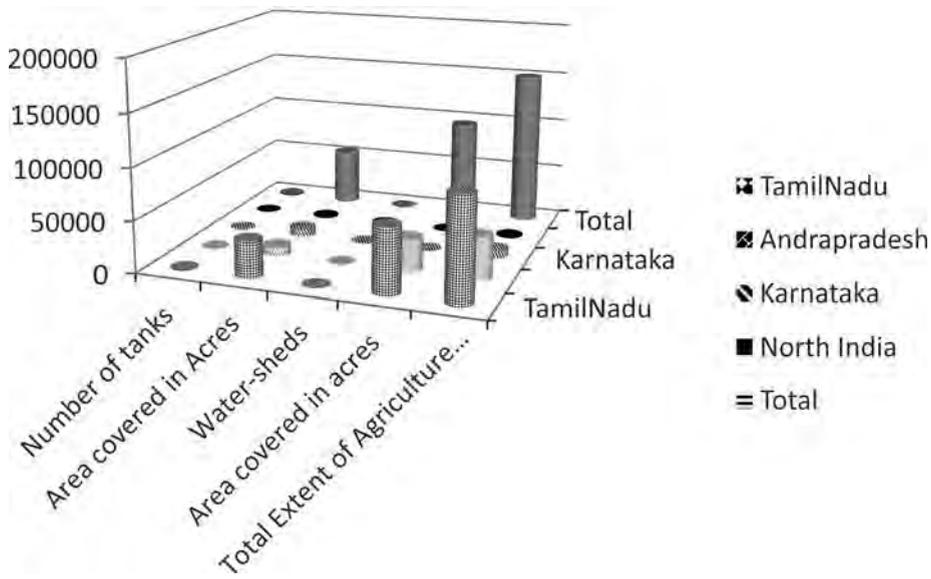
**Features of tank fed agriculture**

As an agricultural system, Tank fed Agriculture is distinct in cropping practices, varieties and water management. As a social system the tank serves and benefits various sections of the village community such as farmers, fisher folks, artisans, animal rearers and especially women. Even though the tanks are individually small in size as a water storage system, collectively their large number facilitates the absorption of seasonal floods and supply of the stored rainwater to crops during water scarcity periods. In short, tanks serve as flood moderators and drought mitigators.

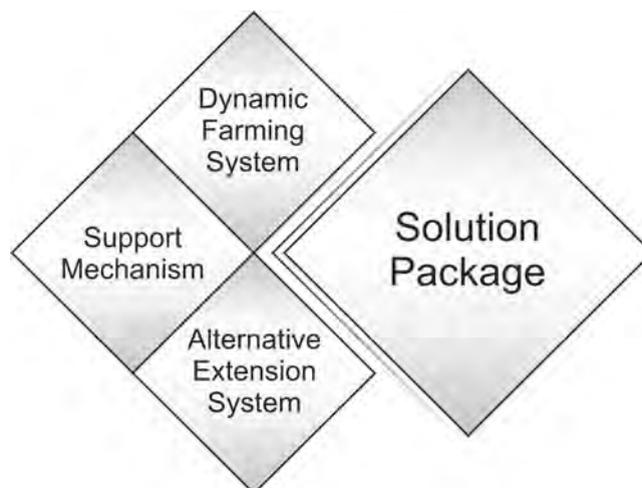
**Characteristics of tank fed agriculture**

The productivity in tank fed areas is more because of the indigenous crop cultivation practices and the indigenous/traditional varieties. Due to less amount of water available for cultivation, proper water management practices like conjunctive use of surface and ground water and appointing Neerkattis for equitable distribution of water are followed. In some villages, people form tank associations in order to maintain the tanks and its structures.

**Tankfed Agriculture enhancement for food security by Vayalagams**



## Solutions for Scaling UP and Way Forward



### I. Solution Packages

DHAN Foundation propose the conceptual solution package for the issues of Water and Food security in tank intensive states in India based on its grassroots learning by promoting Vayalagam Nested institutions and revitalizing irrigation commons in different eco systems in South India and East India.

#### 1. Re-orient investment pattern towards tankfed and rainfed agriculture:

Since the first five year plan, all the five year plans investments gave much importance for Canal Irrigation and Well Irrigation sectors. But the poverty incidence of the country is high among the small and marginal farmers who depend on dryland and tankfed agriculture, where there is much scope for the development. Hence there is a strong need for the government to reorient its investment pattern towards them. The solution therefore has to come up with specific area development approach for combining both the tankfed and rainfed agriculture. In south Indian context, Tank based watershed development undertaken on contiguous basis in a sub-basin level will be looked as a potential area for investment. This should be combined with grant and long term loan based investment.

#### 2. An unique action plan focusing on surface water based lift irrigation programmes for North Indian Flood Plains

In states like Madhya Pradesh, Bihar, Chattisgarh, Jarkhand, Orissa and part of Andhra Pradesh, there are

untapped potential available to help the underprivileged farming community to adopt lift irrigation schemes across all surface water resources which go unutilized at present.

#### 3. Area/Context Specific Planning awaits for a big push.

The solution package varies with respect to area and context. Even though the country is divided into many agro-climatic regions, the schemes so far implemented by the government were taken up with common approach. For instance, the coastal and tribal context need different solutions compared to conventional rural, semi-urban contexts.

**Coastal Agriculture:** Coastal agriculture is the term never got attraction among the Scientists. India having the longest coastline in South Asia has got great opportunity to invest on promoting coastal agriculture with salt tolerant varieties of crops and also revitalize the mangrove plantation. This in turn would minimize the exploitation of sea based bio-diversity by inland farmers as the wage labourers going for fishing.

**Tribal Area Context:** Tribal areas in the Country are endowed with great amount of natural resources with lesser utilization. This is because of high level of illiteracy and reluctance of government machineries and schemes reaching them. There is a huge exploitation of tribals by the traders in marketing the minor forest produce and purchasing the fertile lands at cheaper prices.

## II. Supporting Mechanisms

The solution packages have to be complimented with the supporting mechanisms like Institutional Credit access without much of paper works and collaterals, Affordable crop insurance to cover the weather based risks and emergence of Action Research programmes by the agricultural and allied research institutions based on farmers' need. The role of NGOs and Voluntary Organisations have to be integrated as an integral part of facilitating these supporting mechanisms to the farmers with the agencies concerned and working on developing successful models for different contexts.

## III. Promoting Effective Extension Services

The agriculture extension services should be the most important component for achieving the objective of the topic. Yet, the present agricultural extension services of the government remain either inadequate or ineffective. Therefore the government must look into promotion of effective extension services by involving People, NGOs, Agricultural Universities / Research Stations and Media. It is well known that the All India Radio played an important role in the first green revolution. So, we propose the following action plans for consideration.

- ✕ Mainstream Farm Field Schools Concept and create a demand system among farmers to pay for the services
- ✕ Operating an exclusive Television Channel for disseminating the agricultural technology and services offered by the government agencies to farmers.
- ✕ Establishing Plant Clinics at appropriate places for providing timely advice to the needy farmers
- ✕ Information Technology through Village Resource Centres or Internet Kiosks can play a key role in disseminating the best practices, counseling with agricultural experts, traders and other relevant farmers.

## IV. Dynamic Farming Systems:

The farming system has undergone many changes over the years. It is not possible to stick to a single and straight jacket approach in evolving techniques to suit the needs of the farmers. Hither too, adopting policy on focusing the enhancement of dynamic farming systems becomes critical in getting expected results.

Farm Ponds, Organic farming, Contract Farming, SRI methods are the buzz words in the modern agriculture towards economizing the water use for crop production.

To conclude, the government always make very good plans, but they get diluted while implementation and monitoring. The involvement of farming community from the planning to action and sustaining the initiatives are very essential in present days. A multi-stakeholder approach (Community, NGO, Academia/Research Institutions, Financial institutions, Government) is always needed to make the implementable action plans a resounding success. Above all, the action plan should be in such a way that the farming should be made remunerative so that the farmers could gain confidence in adopting the techniques and technologies recommended by the government with greater accountability attached to the government.

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## Freebies - Does it serve the Purpose?

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Our economy was in a crisis situation at the time when our country got Independence. The industrial, infrastructural, transport and communication facilities that we see now were much lacking. Majority of the population depended on agriculture for their daily living. Still people were hard working and content with what they earned. Availing loan was perceived as a shameful activity.

The plight of our economy made the great thinkers of central and state government to implement various developmental plans to improve the nation economically. The cooperative movement which got flagged off in 1951 to ensure formal credit to farmers, especially to small and marginal farmers raised great expectations. In due course the noble philosophy of cooperation was foregone due to vested political interest and now it remains as a most corrupted institution. The reform packages announced, including the latest package announced by Vaidhiyanathan were of no use due to practical implementation hurdles. Only the financial revival package which cost the government much was taken care off, while the rest of the recommendations are yet to kick off on a larger scale.

The Integrated Rural Development Program (IRDP) introduced in 1980's was perceived as a milestone poverty reduction program. To impart development in the life of poor, the Indian government spent Rs143 billion on subsidies. This is the first program to reach larger number of poor by way of subsidies. This program also paved way for the poor to access formal credit through banks and cooperatives. Also the credit of sowing the first seed of negative mind set among borrowers that "when we borrow from bank, we need not repay" was sown through this program which now stands strong like a banyan tree.

The Swarna Jyanthi Grama Swarojkar Yojana (SGSY), was introduced in 1999 as yet another poverty reduction program with a different approach (Presently comes under the banner of National Livelihood Mission

for which 3,915 crores got allotted in the budget 2012-13). This program also because of improper seeding kept people intoxicated in the subsidies, thereby not achieving the real purpose.

The Mahatma Gandhi National Rural Employment guarantee program (MGNREGA) which was piloted in 2005 and currently being implemented across the nation (Rs30000 crores allotted in the current budget) is considered as the star program of the central government. Drafted as an act, this boasts of ensuring right to employment for all villagers who have the capacity to do physical work. The program much acclaimed by the world, when gets implemented in different states faces different kind of problems thereby reducing the quality and making it divert from the very purpose for which it is created. From "money for work done" it has transformed to "money for not doing work" in many villages creating a wrong mindset among the people. The employment guarantee for 100 days to a family (envisaged through tank renovation works, construction of farm ponds, de-silting of wells, planting trees etc, in the villages for common purpose) during nonagricultural season, when practically implemented seems to forego the basic principles. The works were not done perfectly due to mutual agreement in the villages between the beneficiaries and the panchayat's in many villages. Moreover it gets implemented even during peak agricultural seasons, causing scarcity of labor for agricultural purposes.

Not only for poverty reduction subsidies for food, agriculture and energy is being spent on larger scale, the fertilizer subsidy of Rs. 90,000 crores being one among them. The state governments, too on their part are throwing away subsidies without a long term vision – from free television sets to free mixie, grinder and fan, which understandably are politically motivated. The census 2011 report says that, there are more number of Television than toilets in Tamil Nadu, thanks to Rs. 4500 crores spent for providing free colour television set to poor. Currently, the Tamil Nadu government for

its free rice, free mixie, grinder and fan, free cows and goats plans has allocated Rs. 8000 crores.(The Tamil Nadu government extending the subsidies has allocated Rs. 22,500 crores in the recent budget for all subsidies).The most worrying fact is the amount intended for other welfare schemes is directed towards subsidies. In fact Tamil Nadu leads and demonstrates to the country in this aspect.

In Tamil Nadu through the World bank aided project of Pudhu vazhuvu (a SHG based program rechristened as Vazhudhu kattuvom and again now taking the old name) another 750 crores is spent as subsidies. For midday meals program another 924 crores is being spent every year. For the past twenty years, electricity is free for agriculture which is again largely misused. Apart from this through ‘Single bulb’ scheme 1.3 lakh houses gets free electricity. By this scheme, Rs. 4800 crores has been given as subsidies every year.

It is disheartening to note that our national money is wasted either through poor implementation of schemes or through unwanted subsidies. Selfish interest takes priority, which is the curse of the nation foregoing long term vision in best of interest of the country. The result is the mounting debts of the country (India’s external debt, as of March 2009, was US\$229.9 billion (22.0 % of GDP) which has increased to US\$ 326.6 billion (Sept 2011) and is about to rise even more).

The programs and plans implemented with short term vision, apart from resulting in wastage of money also result in negative impact on the society and the attitude of the people. The culture of expecting more from the government is snowballing and people’s desire to ‘work hard’ is getting diminished. It is agreeable that some subsidies are inevitable for poor. But without weeding the implementation hurdles, the purpose will not be solved. In implementing the freebie schemes, currently there is no transparency or honesty, they being overshadowed by corruption and selfishness. Because of this the purpose is not served. If this trend continues sustainable and productive service will remain a utopian dream.

Making people to understand the real situation of the country, taking bold steps to cut unnecessary subsidies, designing a fool proof implementation

strategies and planning with a long term focus, is what the need of the hour.

The need to integrate the rivers in Tamil Nadu was felt long long ago. The estimated budget for this is around Rs40000 crores. It is possible to generate such a huge resource if proper planning is done. This will ensure the basic necessity greatly, thereby contributing to livelihood development. Poverty and famine can be kept at distance. If irrigation demand is met completely and agricultural productivity is improved, the subsidies for farming can be reduced a lot.

If we have intention to invest around Rs.16,000 crores for renovating and strengthening of 39000 irrigation tanks in Tamilnadu, there will be significant impact on the lives of Tamilnadu farmers in a sustainable way.

The investment towards solar energy will also be a worthy investment considering the “current” scenario. Thereby we can prevent exploitation of nonrenewable energy and improve usage of sustainable renewable energy.

In our country, people exists in different stages of development- poor, very poor, middle class, upper middle class, rich and very rich. The below poverty line list already existing is not a true one. The recent planning commission estimation of fixing Rs22 and Rs28/day as sufficient for a family also came to much criticism. Hence appropriate system to ensure one that the subsidies reach only the real poor must be in place. There is nothing wrong in providing subsidies to ensure basic necessities to the needy. No one comes to government demanding subsidies. They are availing subsidies since the government is ready to give. Political intentions are there behind subsidies rather than real concern for people.

A leadership which can forego the nectar of unnecessary subsidies and ready to give bitter pills for the goodness of people and with unselfish broader perspective is much needed for the country. Those who govern us should work in best of interest of the nation and the people, with a long term sustainable and equitable growth. Only then the real development is possible.



# Every drop counts



## Farm ponds buffer climate change variation



**H**heavy downpour in a few rainy days is a phenomenon caused by climate change. It necessitates more water harvesting structures to augment the storage. While the tanks serve irrigation water needs of the farmers in the entire command area, creation of farm ponds would supplement the irrigation needs of each farm, creating space for the farmers to go for diversified cropping. A well sited and properly integrated pond can be the most crucial 'shock absorber' to large precipitation fluctuations. Farm ponds can be built to store water ranging from 500 to 5000 cubic meter depending on the farm size. Besides irrigation, the farm ponds can be used in multiple ways such as fodder production for livestock, raise vegetable crop on its bunds and fish rearing.



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