

ADATS/SCNZ VASS Chintamani DLDP Evaluation

A Participatory Evaluation Report



Intervention

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Intervention (India) Pvt. Ltd., 43 Standage Road, Frazer Town, Bangalore 560 005

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1. Introduction

This is a report of a Participatory Evaluation carried out in ADATS Chintamani Taluk, focusing on the Dryland Development Programme (DLDP).

1.1. Background

On 12 Sep 2003, the Evaluation Study Team met at ADATS, Bagepalli, where Mr. Ram Esteves, Director, ADATS gave us a briefing on the Study.

The Terms of Reference² dated 10 Sep 2003 provides unambiguous directions and client expectations.

1.2. Study Team

The Study Team was made up as follows:

- ❖ Ajit Mani (Study Co-ordinator) of Intervention (India) Pvt. Ltd., Bangalore
- ❖ M.A.G. Javed (Research Assistant) of ADATS Chintamani Programme
- ❖ Sudhama Rao (Research Assistant) of ADATS

The Team had the support of Nazeer Ahmed, FW-CCF (Executive), V.Jamuna, Mahila Trainer and Narayanamma, Mahila Trainer, all of ADATS Chintamani Programme

1.3. Intervention (India) Pvt. Ltd.

Intervention (India) Pvt. Ltd. was registered under the Indian Companies Act, 1956 in March 1992. INTERVENTION provides a cross-disciplinary corporate response to assignments, which were traditionally handled by one-person consultancy firms.

INTERVENTION offers services in technical areas such as:

- ❖ Project Design and Planning using LOGICAL FRAMEWORK APPROACH (LFA)
- ❖ Applied Quantitative and Qualitative Research for
 - Project Cycle Management from Appraisals to Systematic Monitoring and Impact Evaluations.
 - Marketing Research for NGOs engaged in Fundraising and all production and marketing activities.
 - Policy Development and Management incorporating stakeholder interests.
 - Capacity Building and Training for NGOs and Government Departments

Mr. Ajit Mani, Managing Director of INTERVENTION is a Registered Lead Auditor for Quality Systems under ISO 9001 (Certificate No. QMI/LAC (Q)/1830 dated 26th December 1997, IRCA/WQMN, UK).

He has been a member of the Institute of Management Consultants of India (IMCI) since May 2000.

² APPENDIX-A

1.4. Methodology

The study had to be completed in a relatively short period, and the dates suggested for field visits and data analysis³ are shown in the table below, along with actual dates.

Dates Suggested	Activities	Actual Dates	Activities
15-19 Sep 2003	Field Visits	15,16,18,19,22,23 Sep 2003	Field Visits
20-21 Sep 2003	Data Analysis at Bagepalli	20 Sep 2003	Data Analysis at Bagepalli
		21,25,26 Sep 2003	Data Analysis at Bangalore

1.4.1. Interview Techniques

In view of the tight time schedule, the main methodology used was Group Interviews in each village, where Research Assistants probed pre-agreed issues and facilitated discussions⁴. On 22 Sep 2003, we interviewed a group of Coolie Youth at the ADATS Chintamani Old Campus Building, followed by a group of Mahila Meeting Members. Group Discussions were tightly focused with the aid of Discussion Guides.

1.4.2. Data Analysis

Relevant points were translated from Telugu and Kannada, then noted and transcribed in English. These interview notes provide the source of material used for qualitative data. Data were analysed in categories to understand the views and opinions expressed on various issues.

The ADATS Bagepalli provided us with a database of the Coolie Members in 22 Clusters and 130 Villages of the Chintamani programme, with details of their income from 1995 to 2002. These income declaration figures are used by the Coolie Sangha to collect "Sangha Tax" (a membership fee) from Coolie Members. Since year-wise data on land ownership and agricultural production were not available to study the impact of the DLDP, Land Ownership as of 2003 and the Income Declaration data (1995-2002) were used as a proxy.

Rainfall data from 6 collection points in Chintamani Taluk, maintained by the Agriculture Department of the Government of Karnataka were analysed to understand the nature of the drought, which is the major limiting factor in dryland agriculture production.

The main analytic techniques used were elementary statistical procedures and data summarization methods.

1.4.3. Data Validation

Each day during the fieldwork, the Evaluation Team discussed and agreed on the interpretation of the data analysis available till that time. The field notes were written up in the field during interviews, photocopied and distributed between researchers each evening, and scrupulous documentation guarantees the transparency and integrity of the data.

³ Item 7. Time Frame, Page 3 of the ToR

⁴ Please See Appendix-B for details of field visits and groups interviewed

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1.5. Scope and Limitations of the Study

The purpose of this section is to call attention to the limitations of this study to help readers form a more accurate interpretation of the results. It is also intended as a reality check to the conclusions reached on the basis of available data.

1.5.1. Fieldwork

The time available for fieldwork was only 5 days. For a study covering 130 villages in 22 clusters this could be considered constraining, although the project staff arranged for us to visit representative areas.

Some element of bias is implicit in the translation of interview data from Telugu and Kannada to English notes at both the translation and transcription stages.

Although interviews were conducted in groups, individual views and opinions were collected. In such cases, the method is “self-report” and despite the understanding that individuals tend to be truthful in the company of others who could challenge distortions in statements, in fact some amount of exaggeration could take place.

1.5.2. Data

Although some effort had been made to construct a framework for the objectives of the project, a baseline survey and arrangements to collect data periodically would have made the evaluation more objective. As it is, we must rely almost completely on the qualitative information collected in the village interviews for evidence of achievement of the objectives.

The Qualitative approach searches for respondents' perceptions and interpretations of social phenomena within the context of social life. Qualitative or "Phenomenological" approaches to data gathering are based on a completely different paradigm from that used in the Quantitative or Positivist approach.

The Positivist approach assumes that there is an objective truth existing "out there", which can be uncovered through the scientific method that measures relationships between variables using logic and statistics.

When qualitative data is collected, the purpose is “to see the research topic from the perspective of the interviewee, and to understand how or why he or she comes to have this particular perspective”⁵ The emphasis is on “finding [*not* testing] hypotheses of value.

Quantitative Data on the other hand is associated with the “*scientific method where the focus is on measuring relationships between variables systematically and statistically*”⁶.

⁵ King, Nigel, THE QUALITATIVE RESEARCH INTERVIEW, in Qualitative Methods in Organisational Research – A Practical Guide, Ed., Cassel, Catherine and Symon, Gillian, SAGE, London, 1995

⁶ Cassel, Catherine and Symon, Gillian (ed), Qualitative Methods in Organisational Research – A Practical Guide. SAGE, London, 1994

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2. The Dryland Development Programme (DLDP)

The DLDP was first implemented in Bagepalli in 1987, and was covered in the Millennium Report undertaken by Intervention (India) Pvt. Ltd. in 1996. We quote from this report:

The Dry Land Development Programme (DLDP) was conceived when implementing the Drought Relief Works (DRW) project in 1986, as a sustainable long-term programme alternative to isolated, one-time efforts.

The DLDP was not started as an agricultural programme. The basic objectives of the DLDP were:

- (i) *to unite the coolies, cutting across all caste barriers*
- (ii) *to support coolie wages during the dry weather*
- (iii) *to avoid migration and*
- (iv) *provide equal wages for men and women.*

DLDP also had a politico-legal angle, helping to legitimise strips of coolie land which had been encroached from government lands.

In August 1986, the DLDP aimed to develop over 9,000 acres of marginal land in 87 villages.

The coolies and their CSUs were to be technically assisted in planning and implementing these DLDP works, thereby strengthening and enhancing their traditional knowledge.

The DLDP proposed to pay an average daily wage of Rs.9 for five months a year for 3 years, and provide tools and implements worth Rs.100 to each member of the CSU.

From ADATS' political perspective, the DLDP was a vehicle to accelerate the Coolie Sangha building process by providing a tangible organisational focus.

By the year 2000, ADATS had acquired considerable technical skill in dryland development and programme implementation. Monitoring mechanisms capable of providing feedback on a vast range of detail were developed to monitor the processes involved in DLDP. Process solutions were developed and internalized by individual farmers who were further encouraged by other programmes of ADATS like Coolie Credit Fund, Women's Fund and Skill Training for Coolie Children.

ADATS views the subsistence agriculture associated with DLDP as an essential step towards modern agriculture. It is only after this phase of subsistence that Coolie cultivators can take the next step "into low external input agriculture and sustainable land use practices"⁷.

The programme relies heavily on the "systematic structures, internal discipline, and ... political will"⁸ of the Coolie Sangha.

In addition to the objectives of improved subsistence agriculture and sustainable land use practices, the DLDP has evolved as an instrumentality to combat traditional discrimination against women and establish their role in domestic finance and family agriculture.

⁷ VASS 2: Project Application; Rationale, page 4

⁸ *ibid*

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The main guiding principle in the DLDP and all other programmes of ADATS is the continuous effort to resist and gradually eliminate the traditional practices, which keep alive humiliating and degrading caste discrimination practices. ADATS considers that the strategy of DLDP “offers all those who are victims of multiple domination – women, children, aged, Harijans, Tribals and Muslims – a feasible opportunity to consolidate what little they have gained in terms of a new found dignity, social status and self-respect⁹.

3. Project Design

How a project is designed determines how its goal and purpose will be communicated to its stakeholders and “publics”; how the project will be implemented and how the success of the project will be evaluated.

An important point to be remembered is that while Monitoring is a Feedback Mechanism, Evaluation is a Learning Mechanism. Evaluations by definition judge project performance against the objectives set at the start of the project.

Since the Evaluation Research Assistants are full-time staff of ADATS, we used the time we spent together in constantly asking what results we ought to be looking at and how we could retrofit the project logic and process solutions.

The SCNZ/VASS DLDP Programme Project Application lists six objectives of the Project, with their activities and expected results. These objectives are:

- 1) Bring Coolie Families into the Mainstream of Peasant Cultivation as Tillers and Cultivators
- 2) Improve Subsistence Cultivation Practices, Promote Off-Farm Ventures and Create a Food Security for the Poor
- 3) Establish a Visible and Recognised Role for Coolie Women in Domestic Finance and Family Agriculture
- 4) Socio-Political and Organisational Strengthening
- 5) Move Toward Non-Chemical Farming and Link with Urban Activists to Create a Niche Market
- 6) Community Irrigation and Dry Land Horticulture

The Project Application document is particularly strong in the activities and tasks that make up various processes.

3.1. SMART Objectives

We consider that communicating, implementing and evaluating the project would be much easier if care is taken in the wording of objectives to make them really SMART¹⁰. The five SMART characteristics (Specific, Measurable, Agreed Upon, Realistic and Time-framed) help to provide focus and convert political slogans to management objectives.

For example, in the first Objective, while the expressions “Mainstream of Peasant Cultivation” and “Tillers and Cultivators” may be perfectly clear to everyone in ADATS, a little rework could simplify the language and make them SMART.

⁹ ibid

¹⁰ Alan Randolph, W., Posner, Barry Z., Effective Project Planning & Management – Getting the Job Done, Prentice Hall, Englewood Cliffs, New Jersey 07632, 1988

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The language used in the 1st Progress Report on the SCNZ/VASS DLDP Programme (February 2002) is far simpler and de-sloganised:

“The initial objective of the DLDP is to enable agricultural labourers to cultivate their scattered patches [of land] and become Subsistence Farmers.

“The further objective is to shift from subsistence to Sustainable Land Use Practices.”

The other major skill in framing objectives is to think in terms of RESULTS or ENDS rather than in terms of PROCESSES or MEANS.

Taking the first objective as an example once again, *Bringing Coolie Families...etc.* is a process, not a result. A tip is to ask the question, “Why are we doing this?” to arrive at the Effect of the process. This question must be asked until there are no more answers. These final Effects provide the indicators we can use in our monitoring and evaluation procedures. Thinking in terms of Outcomes rather than Processes or Procedures will ensure that our activities and tasks will RESULT in desirable ends.

If we were to take the objectives as articulated in the 1st Progress Report, they could be re-worded to read as Results rather than as Processes as follows:

“Food Security assured”

The Result of *becoming* Subsistence Farmers is arguably growing enough food for home consumption. Cultivating their scattered patches is a Strategy chosen by the Coolie Sangha and a necessary Process in assuring Food Security.

“Sustainable Land Use Practices adopted”

A note on what the project means by “Sustainable Land Use Practices” would be helpful to demystify the objective. Sustainability could mean different things, but it is possible that the meaning in the current context is “the capacity of project or the target group to sustain the positive effects or impacts of the intervention beyond project close-out with little or no external support”.

Land Use Practices would include capital expenditure such as building checkdams and bunds, Silt Hauling, Deep Ploughing; using sustainable agricultural practices such as selection of appropriate crop varieties suitable to dryland areas, crop rotation, multiple cropping etc.

The measurement process would be to enumerate the number (and hence the proportion) of Coolie members who have adopted Sustainable Land Use Practices. ADATS has qualified “Sustainable Land Use Practices” and developed a rating system based on 7 input factors. This will help to plan and aim for higher proportions of “Excellent (>5)” and “Very Good (4-5)” ratings or conversely reduce the proportion of “Not Good (<3)” ratings.

3.2. Activities and Expected Results

The Activities against the Objective-1 (Page 5 of Project Application Document) are detailed and can be easily monitored.

The Expected Results are reasonable, although measurement could be formidable.

In the 1st Progress Report, the two most important Results or Effects of the DLDP are included in item 1.2. A Description of the DLDP:

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“...Besides making the lands cultivable, yields and holdings dramatically increase”

The data required to evaluate these Results are:

- ❖ Crop/s Harvested by Coolie Members
- ❖ Size of Coolie Members’ Land Holdings

Our project database should show the annual crop harvested in quintals, bags or kilograms and the number of acres of land held by each member each year. The difference between Year₀ and Year₁ give us the increase in both variables.

With these, it is possible to calculate Yield per acre on an annual basis and determine whether there is an increasing trend. Similarly, we can examine the data to see whether Coolie Members have been able to increase their land holdings.

Increase in Yield and land holdings represent increases in Income and Wealth of the Coolie Member.

These are the key results we should be watching, and which can conclusively communicate to anyone the achievement of the project.

4. Retrofitting Project Logic

The discussion in the previous section brings us to the question of how we can communicate the logic of the project as precisely and economically as possible.

4.1. Problem Analysis

It is well worth spending some time on Problem Analysis of each project to ensure that the project logic (the cause-effect relationships) is unassailable.

On the basis of discussions with stakeholders in Chintamani, we have retrofitted a Problem Tree (Please see APPENDIX-C1).

In the Problem Tree, the Focal Problem is, ‘**Marginal Lands Left Uncultivated by Coolies**’. This is in line with ADATS’ assertion that “The initial objective of the DLDP is to enable agricultural labourers to cultivate their scattered patches [and become Subsistence Farmers]¹¹.”

4.2. Objectives Analysis

The Objectives Tree is constructed by converting all negative statements in the Problem Tree to positive statements. (Please see APPENDIX-C2).

The Focal Problem is converted to the Purpose (or Immediate Objective) of the project as, ‘**Marginal Lands Cultivated by Coolies**’.

This is the Purpose of the project, stripped of all clarifications and annotations, presented as a Desired End, not as a means or process.

If this objective is achieved, Improved Crop Harvests can be expected, which in turn will lead to Food Security (Food Security Assured), which could be selected as the Goal of the DLDP.

¹¹ 1st Progress Report on the SCNZ/VASS DLDP Programme. (By the time of the 2nd Progress Report, February 2003, "The immediate goal of this 3 year project is to consolidate subsistence agriculture practices on 6,784 acres of land belonging to 2,738 small and poor peasant families in 99 villages, and bring it on par with mainstream Ryot cultivation."

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If “Income Security Improved” is selected as the Goal of the DLDP, the project will miss many of the subtle nuances of Women’s Empowerment (complete with “Navadhanyas”) and management of potential negative impacts of improved incomes.

Lower level objectives provide areas for programme development, such as lobbying for implementation of reforms and government programmes, achievement of functional Coolie Unity, Mass Education by Sangha.

4.3. Project Planning Matrix

The Project Planning Matrix¹² (PPM) is developed directly from the Objectives Analysis, which in turn is a transformation of the Problem Analysis, thus preserving the project logic.

Since ADATS has gone into considerable detail on Project Processes, Activities and Tasks, we have included only the Goal, Purpose and Project Outputs in the Project Planning Matrix (PPM). The PPM presented here is only offered as a guide and requires further work from ADATS senior management.

It is important to note that the indicators are selected from among the effects, which can be found at the top of the Objectives Tree.

Programme Concepts and Major Assumptions can be found at the lowest levels of the Means. Major Assumptions indicate project risk areas, and in our case the Drought features as the single greatest risk, completely outside the control of the project.

4.3.1. Monitoring and Evaluation

The PPM is also the framework, which indicates what needs to be measured and where the data can be found.

The column “Objectively Verifiable Indicators” (OVI) all of which are drawn from the effects of the project tell us that the objectives are having some impact.

The Means of Verification (MoV) suggest where the required information can be found.

Both these columns require further discussion.

4.3.2. The Cost of Monitoring & Evaluation Information

If we are serious about project monitoring and evaluation, we must be serious about data collection, analysis and interpretation. If we have included OVIs and MoV in the Logframe, we have committed ourselves to monitoring and evaluating our performance using objective criteria. Using our expert opinions and judgments cannot substitute for objective criteria.

The rule of thumb for collecting monitoring and evaluation data is that the cost of collecting that data should not outweigh the benefits to be derived from it.

We should of course be certain that the data we collect does in fact measure what we want it to measure.

For example, in the DLDP, we are talking about land holding, sown area and annual crop production. Land holding measures **wealth** and status while crop production measures **income**. We require this information on a year-to-year basis if we are to compute trends and measure performance. At present we have consolidated single point data that have limited data analysis potential. Data have been combined and entered into a final spreadsheet without any trace of the

¹² APPENDIX-C3

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primary and secondary data. Disaggregating this data could be time consuming and could result in erroneous computations.

The main Coolie Sangha Database, maintained by ADATS is quite exhaustive, but has limitations for uses other than current CCF Loans, Coolie Income, Sangha Tax and allied administrative applications.

We encountered difficulties with CCF Data during our “Millennium Eve Study” of ADATS in 1996:

The analysis in this section was considerably limited by the rigidities in the CCF data storage system, which shows only cumulative figures at any point in time. Programming inputs are required for isolating data for discrete periods to facilitate comparisons and study. There is a good argument for considering a more flexible data system, which will allow custom-determined queries and easy transfer of data to other formats.

We would recommend an Annual Performance Data Survey for the various programmes at ADATS, which would reduce the search time for programme monitoring data. ADATS could consider placement of a summer trainee from the IIM Bangalore to design this database.¹³

At the risk of overemphasis, the objectives of the database¹⁴ approach are:

Database Objective	Description
Availability	- Data should be available for use by applications (both current and future) and by queries
Shareability	- Data items prepared by one application are available to all applications or queries. No data items are “owned” by an application
Evolvability	- The database can evolve as application usage and query needs evolve
Data independence	- The users of the database establish their view of the data and its structure without regard to the actual physical storage of the data
Data integrity	- The database establishes a uniform high level of accuracy and consistency. Validation rules are applied by the database management system.

Data independence is achieved by separating data from the programs that use it, providing facilities for different user views of the data, and the separation of logical design from physical design.

It is now not necessary to get any external resources to organize Programme Data, in view of the in-house expertise available at ADATS. Data is now organized using a MS Win2k3 platform, and various applications are now possible

Combining ADATS’ extensive experience and expertise in data capture and computerization with Coolie Sangha discipline in reporting at various levels, starting with Cluster Meetings, Mahila Meetings and Taluk Meetings, it should be no problem at all to collect and computerize the required data for performance measurement.

¹³ THE MILLENNIUM EVE STUDY - April-September 1996, Submitted to ADATS, Bagepalli, Kolar District, Karnataka

¹⁴ Davis, Gordon B., Olson, Margrethe H., MANAGEMENT INFORMATION SYSTEMS, McGraw Hill, New York, 1984, see page 504, Chapter 16: Database Requirements

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Once it is clear what the end use of any data is, and what it is expected to measure, data collection and storage in comprehensive databases should present no difficulties.

As it is, we have had limited success with available data, which is discussed in a later section.

5. Coolies and the DLDP

In this section we present our analysis of data captured in Village Interviews. The data have been organized according to categories and contain translations of original responses by Coolie Members.

It is impossible to understand the intricacies and nuances of DLDP without understanding the relationships between *ryots* and coolies, and some of the attitudes and beliefs, which determine coolie behaviour.

In many ways, the DLDP is an instrumentality within the Coolie Sangha to help coolie members achieve “status” which has always been denied to them. It has been observed that “However debilitating it may be, the poor see a futility in trying to tackle it [poverty] directly, without first attempting to alter their status and standing in village society.”¹⁵

5.1. Ryots and Coolies

ADATS works with “small and poor peasant families” in various parts of Kolar District. These are the participants of the Dryland Development Programme (DLDP).

We recall that while those involved in rural agriculture can be divided broadly into (i) Landlord, (ii) Peasant and (iii) Worker, more sophisticated classifications divide the Peasant into (i) Rich Peasant, (ii) Middle Peasant and (iii) Poor Peasant.

ADATS’ work focuses on the Poor Peasant and the [landless] worker or “Coolie”. The Poor Peasant may own small plots of often unproductive land, but like the Coolie, he too has to sell his labour power.

The Middle Peasant and the Rich Peasant are referred to as “*Ryots*”¹⁶, a term used in many parts of India to describe a cultivator who holds tenurial rights of Government revenue lands which are both heritable and transferable.

Middle peasants have been characterized by ADATS as a class that consolidates its “stranglehold [on the Coolies] by creating a crushing dependency”

In almost all the village interviews, it appeared that Coolies spoke of ryots as if they represented a role model, whose status and behaviour they aspired to copy. In the next instant, they would emphasise how they were different from the ryots. Coolies recounted the indignity of bondage, which many remembered from personal experience. They spoke of the abuse they suffered at the hands of ryots and their own helplessness and feelings of inferiority.

“*The ryots have three meals a day*”¹⁷... “*they sit in a place and order workers*”¹⁸...

¹⁵ see Documents of ADATS, Agriculture Policy & Strategy Paper (November 1997), section 1.2. *Coolie Perception of Poverty*

¹⁶ The word *Ryot* is thought to have originated from the Arabic *ra'a*, "to pasture". A ryot is first a subject of the State, then a tenant of the soil. The *Ryotwari* tenure was one of the two main revenue systems in India, the other being *Zamindari* system. A rarer form of land tenure was known as the *Mirasdari* system where village representatives known as *Mirasdars* made a settlement for the whole village.

¹⁷ Gowramma, Muddalapalli, 15-Sep-03, 12:55 PM, S.No.2, Page 4, Field Notes

¹⁸ Chalapathy-980-001, Seethampalli, 18-Sep-03, 11:50 AM, S.No. 168, Page 23, Field Notes

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While having three meals a day is apparently worth emulating, the Coolies spoke with revulsion about ryots who did no manual labour. They were quick to point out that, “*We don’t abuse workers like the ryots¹⁹*”... The Coolies on the one hand asserted that they derive their dignity from manual labour, while acknowledging on the other that it was the same manual labour which enabled the *ryots* to take away their dignity and status. This contradiction seemed to be at the bottom of the Coolie relationship with *ryots* and landlords.

The Coolies would have to learn to manage their land and “bring it on par” with the lands of the *ryots* if they were to acquire dignity and status.

Further probing suggests that although they are struggling to bring their lands on par with those of the *ryots*, they are a long shot away from there are present. One participant admitted:

“We have brought our land on par with ryots, at least to the extent of 75%²⁰.”

Other Coolies are quick to point out that *ryots* own the best lands in the village, while the Coolies owned patches of land, which had been badly degraded, often very far away from the villages. Here again, we see the aspiration of the Coolies to bring their lands on par with those owned by the *ryots*, while admitting that it was a very difficult and unequal struggle.

This is an admission by proxy that although they have made strides in the assertion of their dignity and status, they haven’t quite reached there, although many changes have begun to take place.

“They used to call me “Laxma”... now they address me in plural²¹ [or now they call me Laxmaiah, with respect], according to one Coolie, illustrating the subtle ways in which respect or disrespect can be communicated.

This change in relationship has brought with it new perceptions: *“No ryot ever advises us not to drink or change our behaviour. They never give us good advice because then they wont be able to control us²².”* This is a hint of the fear of being controlled once again by their one-time patrons, although their lines might be slightly overdramatic when they say, *“If we do anything good, they would dissuade us. The liquor contractor and the ryots are in collusion. If we stop drinking, the contractor would lose his business²³.”*

A degree of ambivalence in the Coolies’ relationship with *ryots* is suggested in the statement, *“The ryots cannot sever relationships with us for ever. They need us just as we need them. The nature and intensity of the relationship with ryots have changed²⁴”*

5.2. Attachment to Land

The attachment Coolies profess to land is almost mystical, and in their own words, *“We cannot think of being detached from agriculture²⁵”, “Only if you have land and work it do you get respect²⁶”*. *“We want to live like ryots [the ambivalence once again]. Land is seen as the basis of a ‘good life²⁷’.”* *“Landless people are not respected or trusted. Landless people cannot be trusted in village chit funds²⁸.”* *“Land is the primary asset in our lives²⁹.”*

¹⁹ ibid

²⁰ Byre Shetty, Gajilavarapalli-503, 16-Sep-03, 2:06 PM, S.No.153, Page 20

²¹ Laxmaiah 686-073, Muddalapalli, 15-Sep-03, 12:55 PM, S.No.9, Page 4

²² Channarayappa-010, Apsanpalli, 19-Sep-03, 10:28 AM, S.No. 232&233, Page 31

²³ Narasamma, Apsanpalli, 19-Sep-03, 10:28 AM, S.No. 234&235, Page 31

²⁴ Group, Seethampalli, 18-Sep-03, 12:43 PM, S.No. 193&194, Page 25

²⁵ Group, Bommekallu H.C., 22-Sep-03, 11:10 AM, S.No. 287, Page 38

²⁶ V.Venkataramana-001, Guttupalya, 18-Sep-03, 3:28 PM, S.No. 213, Page 28

²⁷ Gowramma, Muddalapalli, 15-Sep-03, 12:55 PM, S.No.1, Page 4

²⁸ Narayanamma, Korakkavanalappalli-670, 15-Sep-03, 3:30 PM, 57&58, Page 9

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“A man who doesn’t cultivate his land is a ‘somberi’ - a lazy lout³⁰” – “If you leave your land barren, people will think you depend on your wife’s wage labour³¹.” “People who don’t work on their land become touts or commission agents which is a dishonest life³².”

A Coolie was asked how much money he made out of his land per year. The answer was, Rs.4000/-. Would he consider giving up his cultivation if he were compensated with Rs.4,000 each year? The answer was swift, and decisive, *“I wouldn’t give up cultivation if someone gave me Rs.4000, which is the amount I get from my land. If I got Rs.4000, I would be lazy [because I get it without working for it]³³.”*

This idea of making an honest living and the notion that those who don’t work on their land become touts or commission agents (which is a dishonest life) form the construct, on which the Coolies’ heavy dependence on agriculture is rooted.

5.3. Before the DLDP

DLDP was first introduced in Bagepalli Taluk from 1987 to 1989, followed by a second phase from 1992 onwards. The DLDP came to Chintamani Taluk in 1996, and the SCNZ VASS programme is only three years old.

The phase before DLDP is curiously mixed up with the phase before the Coolie Sangha was formed and became active in Chintamani.

“We laboured on ryots’ land when we had unproductive land³⁴”. “Before Sangha we got Rs.20 wages. Most of it was blown up on alcohol³⁵”. “We used to give our farmyard manure to our landlords³⁶”. “Half of what we put in our field got washed out in the old days³⁷”. “I used to carry mud on my head. I thought, why not carry soil for my own land³⁸?” “I dreamt we too could have lands on which we could work, but didn’t [dare] tell anyone about it³⁹”.

It is clear that without the DLDP, Coolie dreams of working on their lands and achieving status would have remained mere dreams. It is also clear that while the DLDP was creating wealth and income for Coolies, it was cutting into the power, prestige and traditional income of ryots.

Respondents spoke of the initial retaliation by the ryots which created confusion and doubt in the minds of Coolies: *“I was scared of DLDP. The ryots told me ADATS would take my land. The ryots spread rumours about DLDP to confuse us⁴⁰”. “Landlords asked me why so much money is being put into our lands. Landlords said that ADATS will take our children and sell them⁴¹”.*

“Because my father was a drunkard, we grew up very poor”. “We were bonded because of our poverty”. “We ate just one meal a day.” “Because my mother was ill, I mortgaged half acre

²⁹ Group, Korakkavanalapalli-670, 15-Sep-03, 3:30 PM, S.No. 88, Page 12

³⁰ V.Venkataramana-001, Guttupalya, 18-Sep-03, 3:28 PM, S.No. 212, Page 28

³¹ V.Venkataramana-001, Guttupalya, 18-Sep-03, 3:28 PM, S.No. 214, Page 28

³² V.Venkataramana-001, Guttupalya, 18-Sep-03, 3:28 PM, S.No. 215, Page 28

³³ Venkataramanappa B.S.-002, Guttupalya, 18-Sep-03, 2:42 PM, S.No. 208&209, Page 27

³⁴ Muniswamy 666-082, Muddalapalli, 15-Sep-03, 12:55 PM, S.No. 3, Page 4

³⁵ Lakshmiddevamma-18, Paddaguttapalli-526, 16-Sep-03, 11:05 AM, S.No. 106, Page 15

³⁶ Group, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No. 136, Page 18

³⁷ Venkataramanappa-001, Seethampalli, 18-Sep-03, 11:50 AM, S.No. 163, Page 23

³⁸ Venkatappa-15, Guttupalya, 18-Sep-03, 2:42 PM, S.No. 205, Page 27

³⁹ Channarayappa-010, Apsanpalli, 19-Sep-03, 10:28 AM, S.No. 230, Page 30

⁴⁰ Marakka, Korakkavanalapalli-670, 15-Sep-03, 3:30 PM, 50&51, Page 9

⁴¹ Akkalamma, Korakkavanalapalli-670, 15-Sep-03, 3:30 PM, 59&60, Page 10

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of land which I couldn't redeem for ten years." "If it hadn't been for DLDP and CCF, I would never have been able to redeem my mortgaged land."⁴²

5.4. After the DLDP

The DLDP provided Coolies with an avenue to dignity and self-respect through sacrifices and hard work: *"Now we have our own land"⁴³. "After we started working on our land we realised what is possible. We realised the ryots too must have struggled to make their land productive. When our land became good, our self-esteem and our respect went up"⁴⁴.*

"I watched DLDP and got convinced. Now I have mangoes yielding in 2 acres"⁴⁵. "DLDP works may change, it cannot stop abruptly. DLDP upkeep works will continue"⁴⁶. "Our lands now look like dams"⁴⁷.

"Now we use green manure and farmyard manure in our own fields"⁴⁸. "Now I don't go for coolie. I work for myself. Previously I ate two meals. Now I can eat whenever I want. I can wear any clothes I want. At that time I had only 1 set of clothes. Now I have 5 or 6 sets of clothes"⁴⁹.

The DLDP was the harbinger of great social and economic change in the programme villages. However, it would be naive to assume that the DLDP was the sole cause of the changes. One of the field staff summed up the issue during an assessment meeting – great changes were taking place in the economy and society. The DLDP gave the community a sense of purpose and direction, and helped them to stay ahead of the roughest effects of change.

5.5. The Sangha and Coolie Unity

The DLDP, of course was powered not only by the programme funding, but also the discipline and organizational support of the Coolie Sangha.

The Coolie Sangha has been able to rally its members around the twin phenomenon of individual benefits (creation of income generating assets, self-respect, and freedom from the clutches of feudal overlords) and collective benefits (provision of labour to work on each others' plots, group identity and pride; and economic and political power.)

It has been observed that "unless the number of individuals is quite small, or unless there is coercion or some other special device to make individuals act in their common interest, rational, self-interested individuals will not act to achieve their common or group interests"⁵⁰.

The Coolie Sangha has clearly provided the "special device" to make individuals act in their common interest. Without the organizational power and reach of the Coolie Sangha, it is inconceivable how a programme like the DLDP could have succeeded.

There are still a number of Coolies who are landless. They have the option of working for higher wages on ryots' lands or on Government programmes. However, they prefer to work on

⁴² Venkataravanappa-17, Paddaguttapalli-526, 16-Sep-03, 11:05 AM, S.No. 112-115, Page 15

⁴³ Muniswamy 666-083, Muddalapalli, 15-Sep-03, 12:55 PM, S.No. 4, Page 4

⁴⁴ Narasimhappa, Muddalapalli, 15-Sep-03, 12:55 PM, S.No 6-8, Page 4

⁴⁵ Narayanaswamy, Muddalapalli, 15-Sep-03, 12:55 PM, S.No. 14, Page 5

⁴⁶ Group Korakkavanalappalli-670, 15-Sep-03, 3:30 PM, S.No. 86&87, Page 12

⁴⁷ Muniswamy -10, Paddaguttapalli-526, 16-Sep-03, 11:05 AM, S.No. 91, Page 14

⁴⁸ Group, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No. 137, Page 18

⁴⁹ Peddananarayanappa-007, Bommekallu H.C., 22-Sep-03, 10:26 AM, S.No. 263-266, Page 36

⁵⁰ Olson, M., 1965, *The Logic of Collective Action. Public Goods and the Theory of Groups*, Cambridge, Mass., Harvard University Press

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the lands of Member Coolies at lower wages: *"I am still landless. I rather work with the DLDP group than go for higher wages. I need the group⁵¹."*

5.5.1. The DLDP as a Sangha Building Programme

We have already seen in Section 2. that the DLDP was not originally conceived as an Agricultural Programme. The DLDP must be seen as a superstructure built on the foundation of the Coolie Sangha. *"DLDP has changed our life. All because of the Sangha⁵²."*

The achievements of the Coolie Sangha motivated and encouraged Coolie families to join the DLDP: *"We had achievement with the sangha so we were sure we could make our lands like the ryots⁵³."*

In a circular action, the DLDP now appears to be encouraging non-sangha members and even ryots to join the Coolie Sangha: *"Now non-sangha members and middle peasants want to join the sangha⁵⁴."*

While Coolies have genuine concerns about ryots joining the Sangha: *"We don't encourage ryots to join our sangha and corrupt us"*, they are sure that the ryots would have to pay the price: *"If a ryot wants to join our sangha, he has to pay 3 years tax without any benefit. Then we will consider⁵⁵."*

"More coolies are attracted to the Sangha because of DLDP. We predict that even ryots will have to join the sangha if they want to live in the village⁵⁶." *"DLDP attracts non sangha members to join our sangha"*. *"DLDP has been a good rallying point to attract more members [to the Sangha]⁵⁷."*

5.5.2. Sangha Membership Quality

Since the Coolie Sangha is a membership driven organization, growth (+/-) of the support base is surely an important indicator of organizational performance.

However, membership has been a problem with frequent cancellations of members. While such cancellations are frequently "opportunistic" and selfish, there is a view among Coolie members that it could be for "silly reasons" which could be avoided: *"For silly reasons members mustn't be allowed to cancel membership⁵⁸."* *"Mere numbers showing increase in sangha [membership] is unimportant. Quality of membership is very important⁵⁹."*

5.5.3. Orchestration of Coolie Sangha Programmes and Institutions

The Coolies Members participating in the Chintamani DLDP have learnt to orchestrate their dryland agriculture with the Coolie Credit Fund, playing according to rules framed by the Coolie Sangha and the Mahila Meeting.

Many of the members have learnt to maximize their livelihood incomes by doing a variety of businesses in which sheep, cross-bred cows and bullocks feature as units of temporary investments which can be multiplied according to market opportunity.

⁵¹ Narayanamma, Guttupalya, 18-Sep-03, 2:42 PM, S.No. 207, Page 27

⁵² N.Narayanappa-008, Bommekallu H.C., 22-Sep-03, 10:26 AM, S.No. 279, Page 37

⁵³ Narasimhappa, Muddalapalli, 15-Sep-03, 12:55 PM, S.No. 5, Page 4

⁵⁴ Krishnappa-47, Muddalapalli, 15-Sep-03, 12:55 PM, S.No. 19, Page 5

⁵⁵ Group, Apsanpalli, 19-Sep-03, 11:32 AM, S.No. 246&245, Page 33

⁵⁶ 032, 026, 012, 021, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, 148&149, Page 19

⁵⁷ Byre Shetty, Gajilavarapalli-503, 16-Sep-03, 2:06 PM, 152&157, Page 20

⁵⁸ Group, Guttupalya, 18-Sep-03, 3:46 PM, S.No. 224, Page 29

⁵⁹ Group, Apsanpalli, 19-Sep-03, 11:32 AM, S.No. 247&248, Page 33

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According to one participant, “DLDP has given us the cushion to take risks⁶⁰”.

“Everyone worked on my land. After DLDP works, I kept sheep and with the money plus a CCF loan I have drilled a borewell in the property⁶¹.”

“I got a loan from women's fund and bought 10 sheep. I now have 20 sheep. Each time I have a loan repayment, I sell two sheep. I sold 5 sheep and put the money into the cost of building the house⁶².”

“By selling a crossbred cow and sheep bought with CCF Loan, I bought one acre of land for Rs.40,000⁶³.”

The importance of access to land is illustrated in the comment, “Unless we have land, we cannot raise sheep or keep cows⁶⁴.”

“Through CCF Loan I bought bullocks and a bullock cart. I used to hire my cart out and made some money⁶⁵.”

“I have 20 sheep and a CB [Crossbred] Cow⁶⁶.”

“Women are doing petty businesses - Flower vending, Vegetables sales⁶⁷ ...”

“We keep sheep, bullocks, crossbred cows, goats, buffaloes and pigs⁶⁸.”

“I make at least Rs.6,000 to Rs.10,000 [per year] keeping pigs⁶⁹.”

“Although we are strong in our decisions, there is a lot of risk. We need help⁷⁰.”

5.5.4. Learning to Manage

One of the important spinoffs of the DLDP is the improved capacity of the Coolie Sangha to manage programmes and institutions. This can be considered to be an unplanned impact. This is what the respondents had to say about the realization that they had learned something very useful”

“The organisational methods used for DLDP can be used for other works too⁷¹.”

“We need more training to be productive [with the assets we have now]. “I need more training to manage my cow which cost Rs.20,000⁷².”

There is a realization among Coolies that their achievement in DLDP has brought them together and taught them the value of collective action. They now feel they can enter local authority politics and influence government.

“We are now well organised and can field candidates for GP [Grama Panchayat or Local Authority] elections⁷³.”

⁶⁰ Group, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No. 142, Page 18

⁶¹ Group, Korakkavanalappalli-670, 15-Sep-03, 3:30 PM, S.No. 73, Page 11

⁶² Venkatalaxmamma-21, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, 119, 120, 122, Page 16

⁶³ K.N.Venkatanarayanappa-037, Gajilavarapalli-503, 16-Sep-03, 2:25 PM, S.No. 159, Page 21

⁶⁴ Group, Gajilavarapalli-503, 16-Sep-03, 2:25 PM, S.No. 161, Page 21

⁶⁵ Peddananarayanappa-007, Bommekallu H.C., 22-Sep-03, 10:26 AM, S.No. 261&262, Page 36

⁶⁶ Peddananarayanappa-007, Bommekallu H.C., 22-Sep-03, 10:26 AM, S.No. 267, Page 36

⁶⁷ Venkatalaxmamma-21, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No. 124, Page 17

⁶⁸ Group, Seethampalli, 18-Sep-03, 12:43 PM, S.No. 197, Page 25

⁶⁹ Mangamma-008, Seethampalli, 18-Sep-03, 12:43 PM, S.No. 198, Page 25

⁷⁰ Group, Korakkavanalappalli-670, 15-Sep-03, 3:30 PM, S.No. 68, Page 11

⁷¹ Group, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No.128, Page 17

⁷² Muniswamy -10, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No.134&135, Page 17

⁷³ Group, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No.139, Page 18

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“Unless we have numbers we cannot enter the Panchayat⁷⁴.”

Such “spinoffs” as improved capacity and entry into mainstream politics can be considered as “external benefits” of the DLDP, where all the Coolies have gained benefits for which they have not had to pay any direct cost.

⁷⁴ Byre Shetty, Gajilavarapalli-503, 16-Sep-03, 2:25 PM, S.No.156, Page 21

6. Statistical Analysis of Income Declaration Data

The data file extracted on Income Declaration for Chintamani contains details of the income declared by 3524 DLDP participants in 130 villages under 22 clusters.

6.1 Age of Registered DLDP Participant

The average year of birth of the registered DLDP Participant is 1960.39, suggesting an average age of about 43 years at the time of the survey. The median date of birth is 1962, and this tells us that we have a negatively skewed distribution⁷⁵ (Skewness = -0.67), which is caused by some extremely low values. In our case, low values indicate older persons. The table below shows the frequency distribution of date of birth of registered DLDP participant:

Age Distribution	Count	Cumul. Count	Percent	Cumul. Percent
1920.00<=x<1930.00	14	14	0.40%	0.40%
1930.00<=x<1940.00	116	130	3.29%	3.69%
1940.00<=x<1950.00	345	475	9.79%	13.48%
1950.00<=x<1960.00	907	1382	25.74%	39.22%
1960.00<=x<1970.00	1442	2824	40.92%	80.14%
1970.00<=x<1980.00	674	3498	19.13%	99.26%
1980.00<=x<1990.00	25	3523	0.71%	99.97%
1990.00<=x<2000.00	1	3524	0.03%	100.00%

It is seen that 86% of the cases were born between 1950 and 1980, while 96% of the cases were born between 1940 and 1980.

6.2. Sex and Caste

The distribution of Sex and Caste is cross-tabulated in the table below:

SEX	CASTE						Totals	%
	SC/ST		MIDDLE		UPPER			
Male	1648	64.75%	369	14.50%	528	20.75%	2545	100.00%
	70.31%		73.65%		77.76%		72.22%	
Female	696	71.09%	132	13.48%	151	15.42%	979	100.00%
	29.69%		26.35%		22.24%		27.78%	
All Grps	2344	66.52%	501	14.22%	679	19.27%	3524	100.00%
%	100.00%		100.00%		100.00%		100.00%	

We see that 67% of all registered participants are SC/ST and 72% of all participants are male. It is significant that the proportion of women participants is highest among SC/ST (29.69%), followed by Middle Castes (26.35%) and Upper Castes (22.24%). Data tables like this can help us set policy objectives, provided we can keep track of annual changes if any.

⁷⁵ when $\bar{X} <$ Median, the distribution is negatively (left) skewed

6.3. Land Holding

The landholding pattern as in 2003, according to the database is shown in the frequency distribution below:

Acres	Count	Cumul. Count	Percent	Cumul. Percent
<1	2	2	0.06%	0.06%
1<=x<2	276	278	7.83%	7.89%
2<=x<3	1184	1462	33.60%	41.49%
3<=x<4	835	2297	23.69%	65.18%
4<=x<5	643	2940	18.25%	83.43%
5<=x<6	277	3217	7.86%	91.29%
6<=x<7	176	3393	4.99%	96.28%
7<=x<8	36	3429	1.02%	97.30%
8<=x<9	51	3480	1.45%	98.75%
9<=x<10	21	3501	0.60%	99.35%
>=10	23	3524	0.65%	100.00%

6.3.1. Acreage

The mean (average) land holding is 3.21 acres with additional information provided in the table below.

	Valid N	Mean	Median	Sum	Minimum	Maximum	Std.Dev.	Skewness	Kurtosis
ACRE_03	3524	3.208502	3	11306.76	0.1	20	1.695618	1.946554	8.512772

This distribution has Mean > Median which indicates a positive skew (mean is increased by some unusually high values), which is confirmed in the Skewness statistic of 1.95. The Kurtosis of 8.5 indicates an extreme peakedness⁷⁶ since most of the cases are clustered around a mean or average of 3 acres.

If this data is left intact and a fresh survey could be done in 2004, we would be able to measure the change in landholdings over the year.

6.3.2. Plots

Some Coolie members have more than one plot. As many as 3228 (about 91%) of the members have only a single plot, while 276 (7.8%) have two plots and 3 (0.57%) have 3 plots.

Those with more plots have higher average acres. Those with single plots (3228) have an average of 3.05 acres, those with two plots (276) have an average of 4.87 acres and those with 3 plots (3) own 6.09 acres.

⁷⁶ Kurtosis measures the "peakedness" of a distribution. If the kurtosis is clearly different than 0, then the distribution is either flatter or more peaked than normal; the kurtosis of the normal distribution is 0. A distribution that is flatter than the normal distribution is called "platykurtic" while one that is more peaked is called, "leptokurtic". In this case, the distribution could be considered very leptokurtic with a kurtosis of 8.5

6.3.3. Male and Female Acreage

It is found that males on average have more land (3.32 acres) than females with (2.92 acres).

If we were to divide the population into three caste groups (1=SC/ST, 2=Middle Castes and 3=Upper Castes), we find that land ownership is lower on average for SC/ST at 3.09 acres than either the Middle Castes with 3.19 acres or Upper Castes with 3.65 acres.

	<table border="1"> <thead> <tr> <th colspan="2">Land Ownership – SC/ST</th> </tr> </thead> <tbody> <tr> <td>Mean</td> <td>3.09</td> </tr> <tr> <td>Median</td> <td>3.00</td> </tr> <tr> <td>Std. Deviation</td> <td>1.63</td> </tr> <tr> <td>Skewness</td> <td>1.73</td> </tr> <tr> <td>Kurtosis</td> <td>5.31</td> </tr> </tbody> </table>	Land Ownership – SC/ST		Mean	3.09	Median	3.00	Std. Deviation	1.63	Skewness	1.73	Kurtosis	5.31
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Mean	3.09												
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	<table border="1"> <thead> <tr> <th colspan="2">Land Ownership – Middle Castes</th> </tr> </thead> <tbody> <tr> <td>Mean</td> <td>3.19</td> </tr> <tr> <td>Median</td> <td>3.00</td> </tr> <tr> <td>Std. Deviation</td> <td>1.51</td> </tr> <tr> <td>Skewness</td> <td>2.62</td> </tr> <tr> <td>Kurtosis</td> <td>23.31</td> </tr> </tbody> </table>	Land Ownership – Middle Castes		Mean	3.19	Median	3.00	Std. Deviation	1.51	Skewness	2.62	Kurtosis	23.31
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Land Ownership – Upper Castes													
Mean	3.65												
Median	3.00												
Std. Deviation	1.95												
Skewness	2.04												
Kurtosis	9.03												

Of these three distributions, the distribution of the Land Ownership of Middle Castes has the greatest peakedness (Kurtosis=23.31).

Additional analysis within the SC/ST group, disaggregating the data for sex gives us the following results:

SC/ST Male								
Descriptive Statistics (0309inc2.sta)								
	Valid N	Mean	Median	Minimum	Maximum	Std.Dev.	Skewness	Kurtosis
ACRE_03	1648	3.173265	3	0.1	16	1.678444	1.732148	5.406678

SC/ST Female								
Descriptive Statistics (0309inc2.sta)								
	Valid N	Mean	Median	Minimum	Maximum	Std.Dev.	Skewness	Kurtosis
ACRE_03	696	2.880704	2	0.25	12	1.500465	1.67021	4.568449

It is seen that ownership (average acres) among women is less by 0.29 acres. The Coefficient of Variation⁷⁷ for the two groups is about the same. This result tells us that there is not much difference in the variability of the data between the two distributions, relative to the mean.

6.4. Declared Income

The declared Income of Coolies showing the sources of Income are presented in the table and charts below.

YEAR	FARM	OFF-FARM	OTHER	PETTY BUSINESS	SALARY	WAGE	TOTAL
1995	236.93	10.31	6.90	6.82	4.78	90.15	354.77
1996	273.77	4.40	12.30	3.97	10.13	106.93	411.51
1997	280.72	8.71	39.15	11.07	3.26	142.69	485.61
1998	743.24	43.83	36.93	16.74	29.89	451.63	1322.77
1999	505.51	46.98	5.08	11.01	56.73	544.72	1170.02
2000	1286.19	71.91	12.01	8.27	27.95	839.87	2246.18
2001	2870.06	527.69	92.40	80.19	86.95	1871.42	5527.71
2002	1230.77	374.90	104.26	138.89	120.93	1849.87	3818.49

This table shows that Average Total Declared Income has increased from Rs. 355 in 1995 to Rs.3818 in 2002, just over a ten-fold increase.

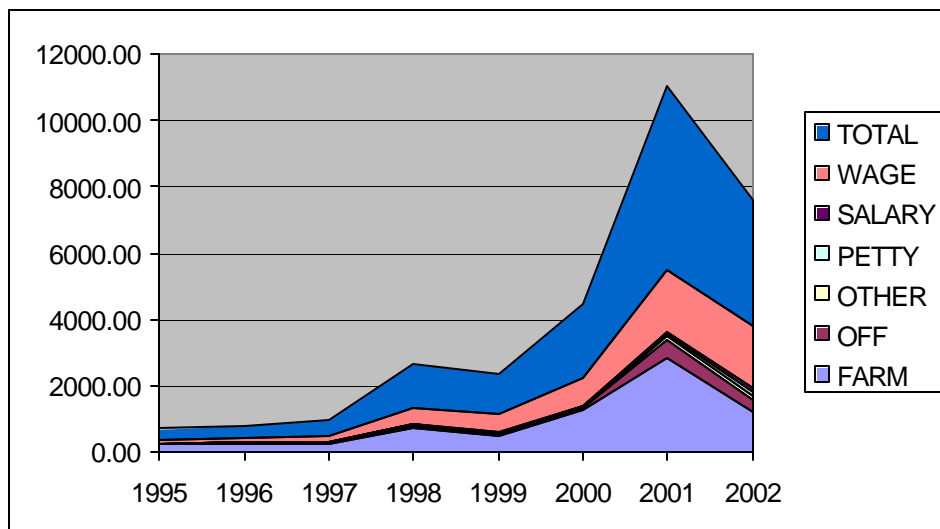
The major sources of Declared Income are Farm and Wage earnings. Declared Farm earnings has risen by just over 5 times while Wage earnings have increased by just over 20 times.

Since the data shows Declared Income and not Actual Income, it is difficult to make any conclusion other than that income declarations have increased.

⁷⁷ $SC/STMale = \frac{S}{X} = 0.5289$

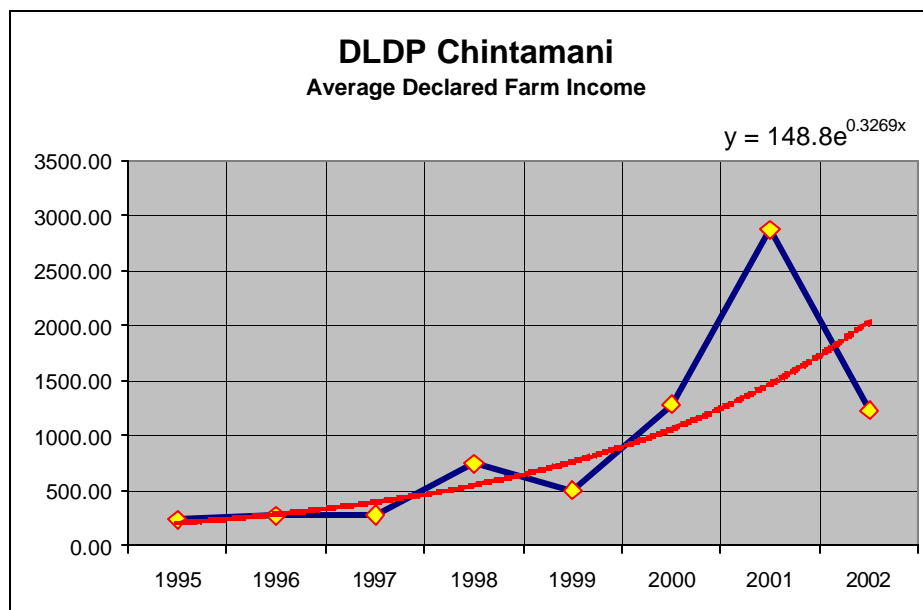
$SC/STFemale = \frac{S}{X} = 0.5209$

The chart below shows the graph of the data in the table on the previous page:



Although Declared Farm Income has been greater than Wage Income from 1996 to 1998, it has fallen behind in 1999, 2001 and 2002.

The chart below shows the growth of Declared Farm Income:



We see the dip in growth in 1999 and the considerably greater dip in 2002, which we know to be a second consecutive drought year. An exponential growth curve appears to be a first fit, with the equation $y = 148.8e^{0.3269x}$. This equation helps us to predict the Declared Farm Income for the next two years:

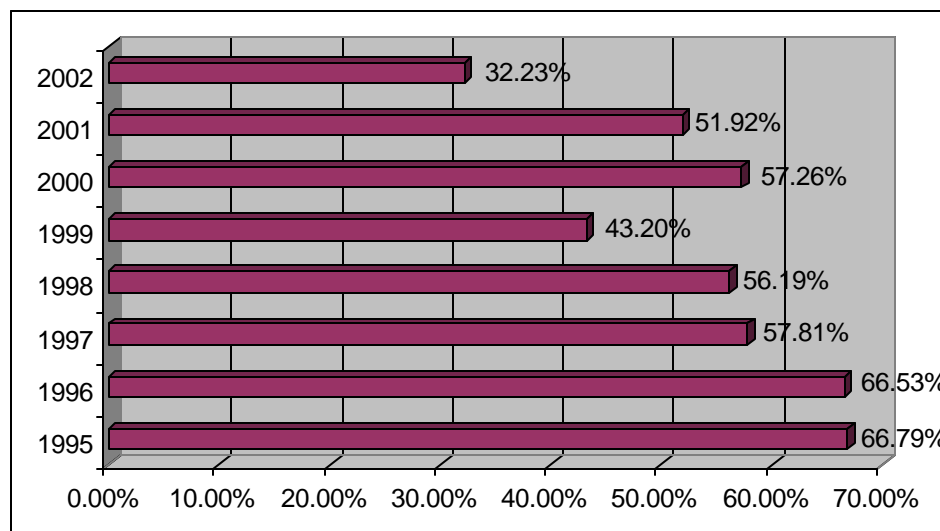
$$2003 = 2820.595$$

$$2004 = 3911.214$$

However, in view of the drought in 2002, which has continued through 2003, we realize that the above predictions can be over-optimistic. The major assumption in such trend-line fitting

is that things will happen as they did in the past. When unexplained and unexpected disasters like droughts or floods strike, predictions are no longer accurate or useful.

The chart below shows Farm Income as a proportion of Total Income:



Year	1995	1996	1997	1998	1999	2000	2001	2002
Farm Income	236.93	273.77	280.72	743.24	505.51	1286.19	2870.06	1230.77
Total Income	354.77	411.51	485.61	1322.77	1170.02	2246.18	5527.71	3818.49
Farm/Total %	66.79%	66.53%	57.81%	56.19%	38.22%	57.26%	51.92%	32.23%

We see that Farm Income has dropped to about a third of Total Income by 2002, and judging from the current drought, there is no reason to expect that the year 2003 can be much better.

This analysis shows the importance of Wage Income in the income-mix of Coolies and the need to improve Off-Farm and Petty Business Incomes.

If this is taken as a baseline, objectives could be set to increase the slice of Off-Farm, Non-Farm, and Petty Business Incomes.

The major assumption in any analysis using this data is that Declared Income is a reliable proxy for Actual Income.

7. The Drought

The PPM shows two important assumptions for the achievement of the Goal. One is the assumption that the programme will be completed as planned. The other [in this retrofitted PPM] is that the 3-year drought will not continue into 2004.

Dryland agriculture depends largely on the annual monsoon, although a very few Coolie Members have access to irrigation⁷⁸.

7.1. Analysis of Chintamani Rainfall Data

The Agriculture Department of the State Government has six rainfall collection points in Chintamani Taluk. The table below shows the average of these six measurements.

Chintamani - All Areas Average Rainfall 1991-2002													
Year	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Total
1991	8.10	0.00	0.67	8.47	82.10	122.90	43.88	24.30	117.02	358.63	78.90	0.00	844.97
1992	1.73	0.00	0.00	12.67	37.95	126.03	60.93	60.07	61.23	111.45	72.50	0.00	544.57
1993	0.00	18.40	1.00	2.60	21.92	77.78	65.92	120.34	145.16	165.68	32.84	44.60	696.24
1994	0.00	2.37	0.00	39.13	48.30	27.37	34.97	84.15	39.10	169.58	39.17	3.02	487.15
1995	9.63	2.80	6.37	10.83	108.92	49.43	108.40	174.17	110.63	76.33	28.03	0.00	685.55
1996	0.00	0.00	0.00	37.00	41.43	152.02	20.37	66.55	161.75	48.60	2.00	23.10	552.82
1997	0.83	0.00	20.90	28.20	2.13	49.03	30.57	30.33	235.40	74.03	48.60	12.50	532.53
1998	0.00	0.00	5.57	19.10	40.13	23.63	58.63	113.67	161.43	115.70	52.73	19.53	610.13
1999	0.00	3.48	0.00	25.73	82.13	5.93	38.40	123.30	66.60	119.93	34.20	9.68	608.64
2000	0.00	29.40	0.00	0.00	21.76	1.64	72.08	138.80	159.25	209.95	3.10	2.10	704.00
2001	0.00	0.00	12.92	39.16	20.56	0.00	23.52	66.74	197.80	323.68	20.76	2.00	707.14
2002	0.00	0.00	6.25	15.85	60.85	53.40	1.00	26.75	62.15	44.98	17.60	0.00	288.83
AVG	1.69	4.7	4.47	19.90	47.35	57.43	46.56	85.76	126.46	151.55	35.87	9.71	605.21
s.d.	3.41	9.36	6.58	13.86	31.09	51.89	28.54	48.37	60.90	101.79	24.32	13.62	140.83
CV	2.01	1.99	1.47	0.70	0.66	0.90	0.61	0.56	0.48	0.68	0.68	1.40	0.23

We find that the average of the last 12 years rainfall is 605 mm with an associated standard deviation of 141mm.

Assuming we could use these parameters derived from 12 months data as an *estimate* of the “population” of rainfall data over a “very long time”, we could further assume a Normal distribution and ask a few questions using principles of Probability Theory.

What is the Probability that the rainfall would be 700 mm or more in a given year?

$$Z = \frac{X - m}{s} = \frac{700 - 605}{141} = 0.674$$

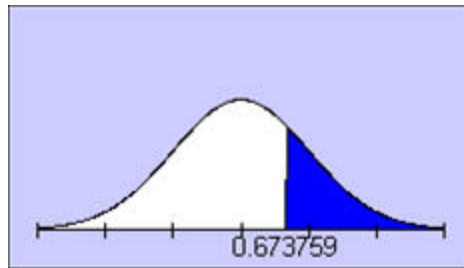
⁷⁸ ADATS estimates that less than 5% of the cropped land [in the DLDP] is irrigated. See 1st Progress Report, February 2002

For a Z value of 0.674, the associated probability is 0.2502

Normal Distribution (Right Tail)

Probability = 0.2502

Mean = 0
Standard Deviation = 1
Z-value = 0.673759



The odds on this probability are 1 to 3, (1 = Will Occur and 3 = Will Not Occur).

What is the Probability that the rainfall would be between 300mm and 600 mm in a given year?

$$\text{Left Value: } Z = \frac{X - m}{s} = \frac{300 - 605}{141} = -2.163$$

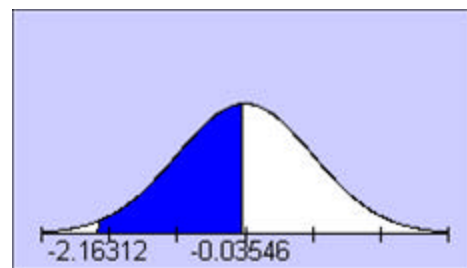
$$\text{Right Value: } Z = \frac{X - m}{s} = \frac{600 - 605}{141} = -0.035$$

The corresponding probability is calculated by finding the difference between the two areas under the Normal Curve corresponding to the above Z values:

Normal Distribution (Inside)

Probability = 0.4706

Mean = 0
Standard Deviation = 1
Left Z-value = -2.16312
Right Z-value = -0.03546

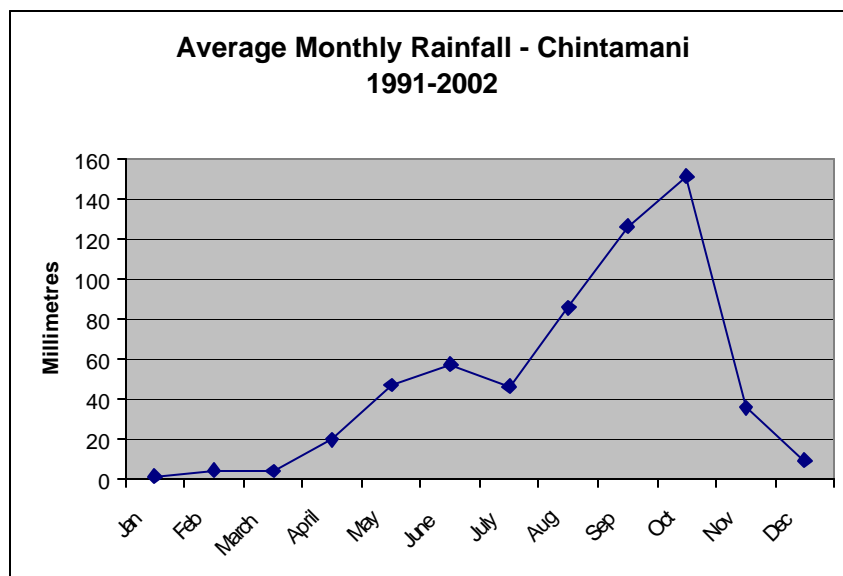


The odds on this probability are naturally much higher, at 8 to 9 (8 = Will Occur and 9 = Will Not Occur).

This exercise confirms what we already know, and tells us that managing risk is far more important than managing agriculture in this region.

7.2. Analysis of Monthly Rainfall

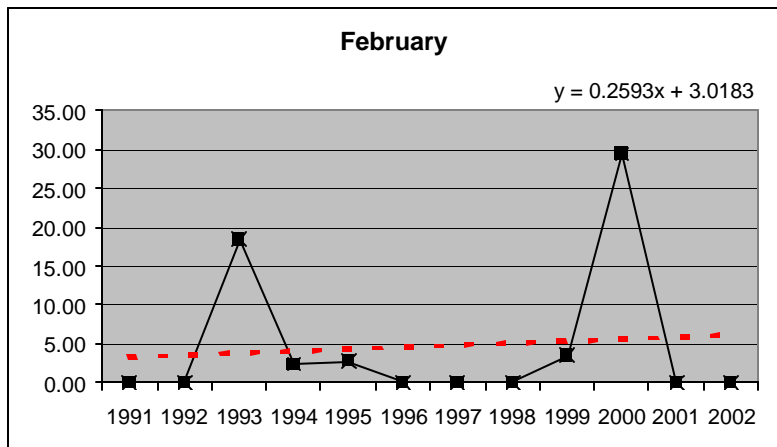
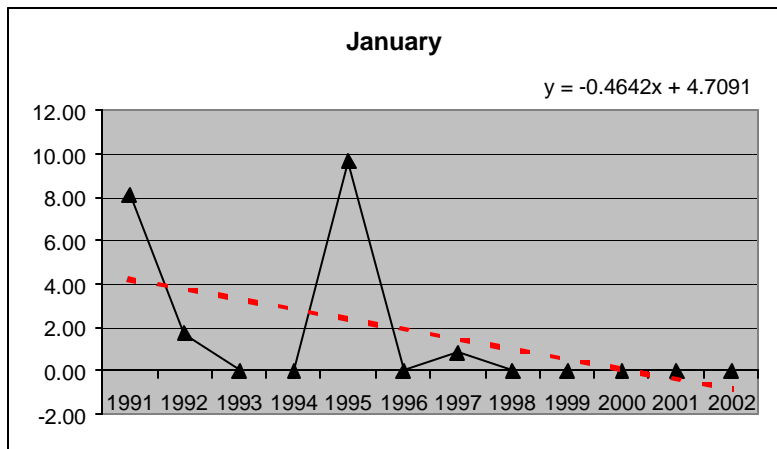
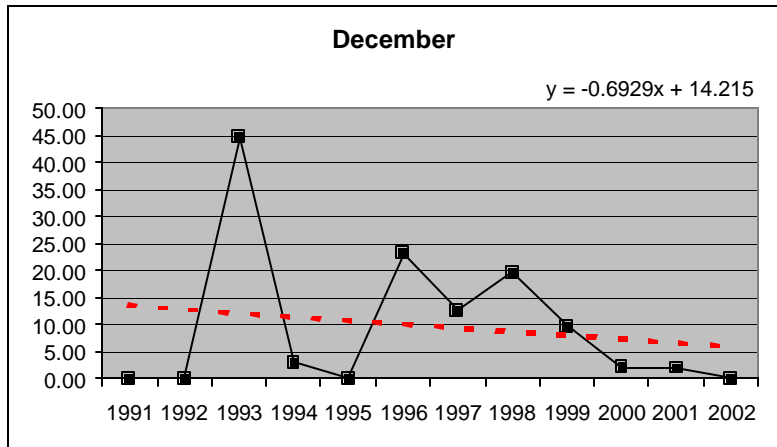
The chart below shows the average monthly rainfall in Chintamani Taluk:

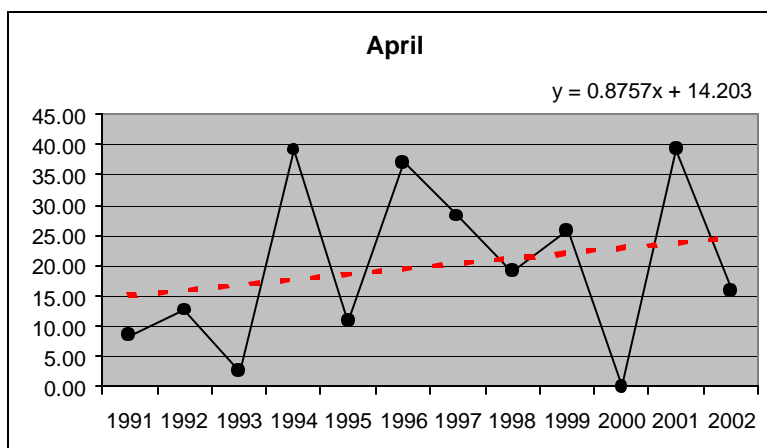
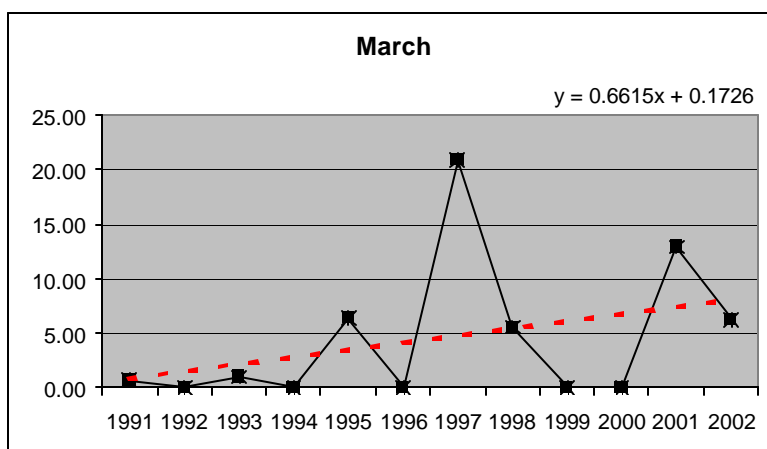


The distribution is bimodal, with a dip in July. The rains begin with pre-monsoon showers in May (about 8% of annual rainfall), followed by the main monsoon showers from July to November (about 85%). The dry months are December, January, February, March and April (about 7%).

We would like to know the trends for each of the dry months, using the same data set for Chintamani.

The charts below show the data plots with the fitted trend curve and a straight line equation for each of the five dry months.





We find that the slope of the fitted trend line is negative for December (-0.6929x) and January (-0.4642x), and positive for the months of February, March and April. In view of the sharp fluctuations, it would be difficult to make predictions based on these trends.

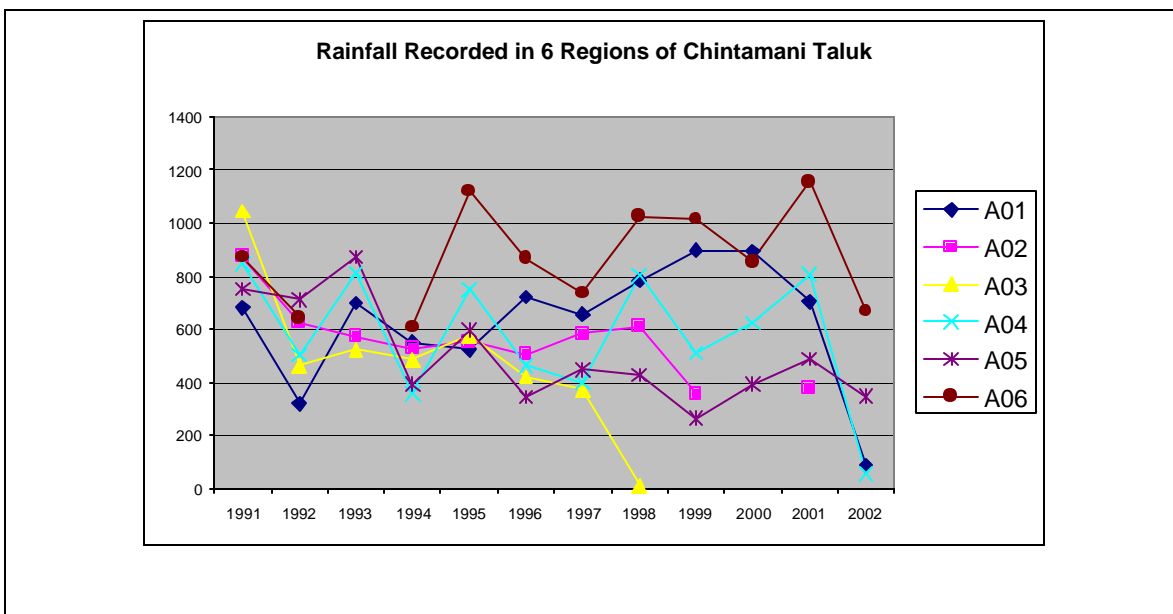
7.3. Regional Rainfall Variations within Chintamani

There are 6 Rainfall Recording regions in Chintamani. These are:

- A 01 Talagavara Area
- A 02 Burudugunta Area
- A 03 Kancharlahalli Area
- A 04 Kuruburu Area
- A 05 Irgampalli Area
- A 06 Kasaba Area

The rainfall recorded in these regions (some sets are incomplete) are displayed in the table and chart below:

YEAR	A01	A02	A03	A04	A05	A06
1991	682.00	873.50	1046.00	845.30	750.20	872.80
1992	320.60	626.40	464.00	502.50	711.40	642.50
1993	699.30	573.60	524.10	812.60	871.60	
1994	551.20	528.90	485.60	357.50	392.70	607.00
1995	523.20	552.80	574.20	748.50	595.40	1119.20
1996	721.50	504.60	418.90	461.10	344.80	866.00
1997	656.50	584.80	370.60	400.20	446.90	736.20
1998	784.60	610.00	12.00	802.60	427.60	1024.00
1999	897.00	357.60		509.40	264.20	1015.00
2000	895.60			623.20	393.20	852.60
2001	702.60	381.00		807.60	488.10	1156.40
2002	85.00			56.60	345.60	668.10



We see the wide variation in rainfall within and between these regions with different trends.

The trend equations for the six region are presented below:

Region	Name	Equation of Fitted Trend	Sorted by Magnitude of Gradient	
A01	Talagavara Area	$y = 2.4241x + 610.83$	A06	14.975
A02	Burudugunta Area	$y = -34.466x + 752.33$	A01	2.4241
A03	Kancharlahalli Area	$y = -94.429x + 911.85$	A04	-22.359
A04	Kuruburu	$y = -22.359x + 722.59$	A02	-34.466
A05	Irgampalli Area	$y = -37.947x + 749.3$	A05	-37.947
A06	Kasaba Area	$y = 14.975x + 766.97$	A03	-94.429

The gradients have been sorted in the table on the right, and we find that in four of the regions, A04, A02, A05 and A03 the trend is negative or downward sloping. Only in two regions, A06 and A01 is the trend positive or upward sloping.

Of the 6 regions, the DLDP is working in the following 4 regions:

A 02	Burudugunta Area
A 03	Kancharlahalli Area
A 05	Irgampalli Area
A 06	Kasaba

We see that this set of 4 regions contains three units (A02, A03 and A05) where rainfall trend has been negative. It also contains A06, where the trend has been most positive.

7.4. Regions and Incomes

We would expect that the Farm Incomes would be correlated with the four Regions where the DLDP is working:

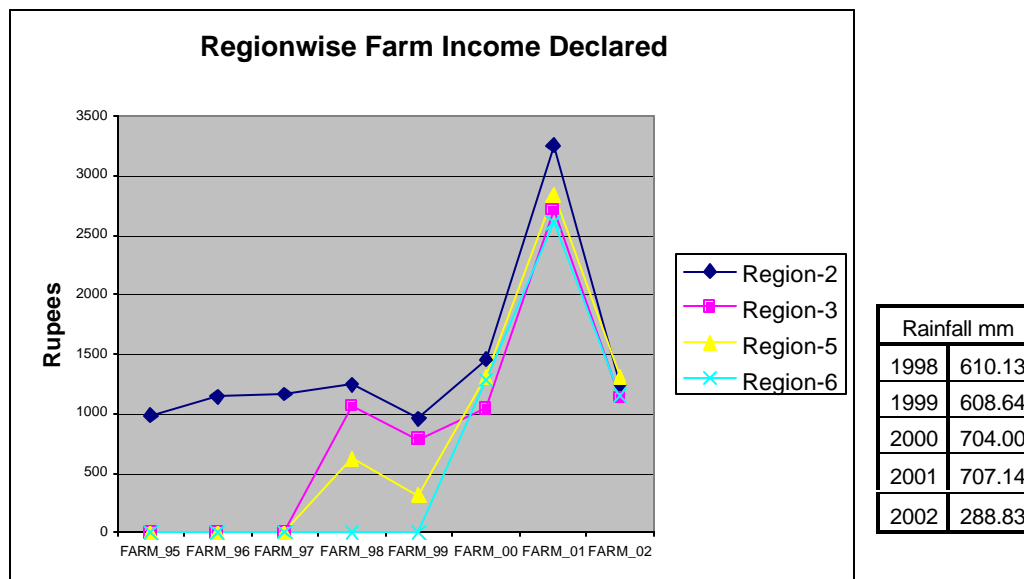
Correlations (raincome.sta)								
N=3524 (Casewise deletion of missing data)								
	FARM_95	FARM_96	FARM_97	FARM_98	FARM_99	FARM_00	FARM_01	FARM_02
REGION	-0.35466	-0.43412	-0.32024	-0.34913	-0.41979	-0.01179	-0.07994	0.007559

There is a mild negative correlation between regions (coded 2,3,5 & 6) and farm incomes from 1995 to 1999 (with 1996 and 1999 in particular). However, no such correlation is found for the years 2000, 2001 and 2002.

We now examine the mean (average) income declarations regionwise:

Valid N	845	712	1309	658	3524
	Region-2	Region-3	Region-5	Region-6	
FARM_95	988.11	0.00	0.00	0.00	
FARM_96	1141.75	0.00	0.00	0.00	
FARM_97	1163.14	2.25	1.15	5.02	
FARM_98	1241.60	1066.16	620.87	0.00	
FARM_99	959.88	781.46	315.43	1.52	
FARM_00	1453.35	1040.96	1313.64	1282.25	
FARM_01	3252.57	2709.38	2842.38	2607.75	
FARM_02	1243.20	1130.55	1312.85	1156.23	

The chart below depicts the mean income declarations regionwise:



We find that all the regions declared higher farm incomes in 2001, which dipped in 2002 when the rainfall was just 289 mm.

The farm income declarations in 1998, 1999 and even 2000 when a rainfall of 704mm was recorded was relatively lower.

We noted earlier that there is no correlation between rainfall regions and farm income declarations for the years 2000, 2001 and 2002

In view of this, we should be reluctant to accept farm income declaration as a proxy for crop production. This is particularly so since we expect that the Coolie families will be growing food for home consumption and this will not be declared as farm “income”.

Income declaration is possibly a good indicator for organizational efficiency and sangha growth.

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8. Coolie Women and the DLDP

One of the important reasons for the success of the DLDP is the presence of institutions like the Coolie Sangha and Mahila Meeting, which have helped to evolve rules and implement them while Coolies struggled with their lands and their harvests.

8.1. Coolie Women Empowered to Monitor the DLDP

The institutions of Coolie Sangha and Mahila Meeting have empowered Coolie Women to monitor the DLDP and prevent negative impacts of the programme.

If the DLDP were used to cultivate only cash crops, men would have benefited at the cost of women and children:

“Men only want cash crops. Men don’t bring food from market as required by us⁷⁹.”

“Men always want groundnut crops. We used to sow navadhanya seeds without their knowledge. Men never used to give enough for family from the groundnut sale. We had to manage with ‘Navadhanya’ for family food consumption. Now we are also going with our husband to market and take money from them⁸⁰.”

“Men can spend Rs.4000 in three days⁸¹.”

The Mahila Meeting gave women the self-confidence and authority to assert themselves

“We don’t believe men. They don’t bring money back from market. We go with men to market to make sure the money comes home. We used to hide the seeds for “Navadhanya” and sow them secretly⁸².”

“Earlier men used to bash their wives in village bazaar. We never used to give attention to that, thinking husband has all the right to beat his wife. But now we interfere in the matter. Men used to earn Rs. 30 a day and out of it spend Rs. 20 for drinking. The balance Rs. 10 was given to his family. Women used to get 20 Rs a day and spend full on family. We advise men if you drink you will spoil your family⁸³.”

“Earlier, our family income was made up of 25% of men’s income and 100% of women’s income. Now it is 75% of men’s income and 100% of women’s income⁸⁴.”

“We will control our family. Landlord used to give Rs. 30 for Men and Rs. 25 for women. Even though our DLDP wage is only Rs. 12 a day, we get equal wage for men and women. Because of this now landlord also gives equal wages. DLDP helped to break caste barriers.”

“Since we have become stronger now, we can ask for higher wages⁸⁵.”

“Now we are in position to talk in front of 10 people. In the Mahila meeting we solve small personal issues of women like petty fighting, wife beating etc⁸⁶.”

⁷⁹ Papulamma-02, Paddaguttapalli-526, 16-Sep-03, 11:05 AM, S.No.99-103, Page 14&15

⁸⁰ 003 Muniyamma - Chikkakurubarapalli Village, Meeting with 22 Women at ADATS Chintamani Old Campus - 1500 hrs, 22 Sep 2003

⁸¹ Group, Guttupalya, 18-Sep-03, 2:42 PM, S.No.210, Page 27

⁸² Papulamma-02, op.cit.

⁸³ 003 Muniyamma - Chikkakurubarapalli Village, op.cit.

⁸⁴ Venkatamma, Thinakallu Village, Meeting with 22 Women at ADATS Chintamani Old Campus - 1500 hrs, 22 Sep 2003

⁸⁵ Konamma-39, Paddaguttapalli-526, 16-Sep-03, 11:05 AM, S.No.111, Page 15

⁸⁶ 034 Muniyamma - Korlaparthy Village, Meeting with 22 Women at ADATS Chintamani Old Campus - 1500 hrs, 22 Sep 2003

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Women spoke with confidence about the radical change in family life which they had been witness to:

“Our men are under our control⁸⁷.”

“Our men have realised that women must be empowered⁸⁸.”

“The sangha meeting began to discuss bad behaviour and even punish husbands⁸⁹.”

“If men get drunk and misbehave, we tie them to a Pongamia tree and each woman pours a dipper of water on their head⁹⁰.”

The men readily agreed with the claims made by the women:

“We discuss sales of our produce with our women⁹¹.”

“I was the biggest drunkard in the village. I was called up by the Mahila Meeting and asked to give up drinking. I have now completely stopped drinking⁹².”

8.2. Influence of Coolie Women on DLDP

The main outcome of the direct involvement of Coolie Women in the DLDP are:

- ❖ Assuring Food Security has been uncovered as the most important objective (Purpose) of the Project.
- ❖ Women have been encouraged to participate in agricultural decisions from sowing to taking the produce to the market for sales.
- ❖ Women have successfully monitored sales of market crops – notably groundnuts - by men and limited the leakage of income.
- ❖ The Mahila Meeting, with the support of the Coolie Sangha, has been able to monitor arrogant male behaviour and turn the focus on the welfare of the family.

8.3. Evolution of a New Self-Concept

While Coolie women have looked to *ryot* women as default role models (in much the same way as men have idealized *ryot* life and behaviour), they have determined the changes they would like to see in the newly evolving role models for upwardly mobile Coolie Women.

“Our women have greater financial independence and decision making [freedom than ryot women]⁹³.”

“We want to be like Reddysani [ryot women]. We want to wear gold and [fine] sarees like them. But we do not want to sit inside the house like them⁹⁴.”

“Women want to buy gold like ryot women. But we don’t want to be restricted like them. We don’t want to be kitchen women. I talk to my husband on equal terms. I came walking 2 kms to this meeting with a man who is not my husband. That is true independence⁹⁵.”

⁸⁷ Subbamma-023, Bommekallu H.C., 22-Sep-03, 10:26 AM, S.No.278, Page 37

⁸⁸ Laxamma-981-019, Seethampalli, 18-Sep-03, 12:21 PM, S.No.178, Page 24

⁸⁹ Lakshmiddevamma-18, Paddaguttapalli-526, 16-Sep-03, 11:05 AM, S.No.107, Page 15

⁹⁰ Konamma-39, op. cit.

⁹¹ Valappa-12, Paddaguttapalli-526, 16-Sep-03, 11:05 AM, S.No.94, Page 14

⁹² Narayanaswamy-04, Paddaguttapalli-526, 16-Sep-03, 11:05 AM, S.No.108, Page 15

⁹³ Laxamma-981-019, Seethampalli, 18-Sep-03, 12:21 PM, S.No.176, Page 24

⁹⁴ Shivamma - Kendanahalli Village, Meeting with 22 Women at ADATS Chintamani Old Campus - 1500 hrs, 22 Sep 2003

⁹⁵ Laxamma-981-019, Seethampalli, 18-Sep-03, 12:21PM, S.No.176, Page 24

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“I have bought a ring and put some money in the insurance savings in my daughters' name [with the increased income from DLDP]. We have a programme called Women's Fund, from which we can get credit. We have come out of Reddy's [Landlord's] clutches⁹⁶.”

9. Coolie Youth

Subsistence farming in tiny plots (average of 3.21 acres per Coolie Member) already presents considerable pressure on the land. If children of Coolies had to inherit and share their parents' properties, we would witness the decrease of acres per Coolie cultivator, reducing the return from dryland cultivation of such small properties.

This section contains data collected from the main Group Interviews and a Group Interview⁹⁷ with 37 Coolie Youth (Boys and Girls) from various villages in Chintamani, which was conducted on 22 Sep 2003.

About half of the Coolie youth were studying, while the other half had dropped out of formal studies.

9.1. Relevance of Coolie Life in the Modern World – Perception of the Youth

Several young men and women asserted that Coolie life was a life of dependence – Dependence on landlords and dependence on the weather. Women had to depend on their parents and their husbands. The real struggle was for independence from all these dependency creating traditional structures and occupations.

“We depended too much on ryots. We had to give too much respect to them. Now our knowledge has increased. Now we have the confidence that our lives can change⁹⁸.”

“There is no hope for those who do agriculture, depending on the rain⁹⁹.”

“We have no arrangement for water [for irrigation], so I want to become a driver. [There is] No hope in agriculture¹⁰⁰.”

“My parents feel I too will become dependent on land [like them]. We get daily wages of Rs.30 although not every day. We need to think of other techniques [things to do]. I want to be around my village so I want to do off-farm work like keeping a crossbred cow or growing some “wet” [irrigated] crops¹⁰¹.”

9.2. Perception of Opportunities open to Youth, especially Women

In general, youth appeared to be searching for opportunities, and think they need to learn computers as a general qualification for any career in future. Many youth will attend the ADATS computer training programme, while others are looking at as yet nebulous “skill training” programmes.

“I used to feel bad to see my parents slogging to keep our family together. I studied till 9th standard. I am a village tailor. It is not a paying job. I have paid Rs.500 for skill training at Bangalore¹⁰².”

⁹⁶ Shivamma, Kandanahalli Village, op. cit.

⁹⁷ Please see APPENDIX-D for the Discussion Guide.

⁹⁸ Sujatha, Venkatarayankotta 001, Group Interview, Old Campus, Chintamani, 22 Sep 2003, Page 39

⁹⁹ Narasimhappa, Esagalahalli-15, Group Interview, Old Campus, Chintamani, 22 Sep 2003, Page 40

¹⁰⁰ Narasimhappa, Apsanpalli-052, Group Interview, Old Campus, Chintamani, 22 Sep 2003, Page 40

¹⁰¹ Narasimhappa, Esagalahalli-15, op. cit., Page 40

¹⁰² Venkata Reddy, Basavapura-039, Group Interview, Old Campus, Chintamani, 22 Sep 2003, Page 39

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“My parents struggled very hard and sent me to school on their low wages. I am a B.A., but I am unemployed. I am at home. I want to learn computers¹⁰³.”

“Now I am doing my B.Com. I realized I need computer training, [because] I want to become a Chartered Accountant. My family may not be able to support me¹⁰⁴.”

“I dropped out after VII standard. I missed out on the sangha move to send all children to school. So I am now in agriculture. I see my friends going for tailoring or computers. I wish I had finished my school .. then I too could have done some skill training¹⁰⁵.”

The youth consider that the Coolie Sangha must give them direction and recommendations for new openings.

Parents of Coolie Youth are convinced of the need for their children to study and acquire new skills which will give them new job or business prospects.

“If our children study, they can get jobs¹⁰⁶.”

“Educated children don’t want to do agriculture work. We don’t want our educated children to do agriculture work. We ask educated children to run a petty shop¹⁰⁷.”

“We want children to get jobs. No one has jobs here¹⁰⁸.”

“My children took tailoring training. Now they have jobs in garment factory¹⁰⁹.”

“Education does not guarantee jobs, so our children may have to do farming. Our children must go for skill training¹¹⁰.”

“Computer training is essential regardless of immediate job prospects¹¹¹.”

“Skill training and computer skills are doing a lot of good for our children¹¹².”

Women admit that opportunities are constrained by taboos and traditional attitudes of parents and prospective employees. They acknowledge the support of the Coolie Sangha and feel that they have to study regardless of marriage or career prospects.

“I got married at a young age. My parents said I need not study and got me married off. I think girls must study – then they can stand on their own legs. If they marry they can teach their children too¹¹³.”

“We never thought of marriage when we went to school. We think education is a must¹¹⁴.”

“Early marriage has been stopped and girls are being sent for skill training. Girls have careers other than marriage¹¹⁵.”

¹⁰³ Narasimhappa, Vargolahalli-006, Group Interview, Old Campus, Chintamani, 22 Sep 2003, Page 39

¹⁰⁴ Baya Reddy, CSU-044, Group Interview, Old Campus, Chintamani, 22 Sep 2003, Page 39

¹⁰⁵ Narasimhappa, Esagalahalli, op.cit.

¹⁰⁶ Group Korakkavanalapalli-670, 15-Sep-03, 3:30 PM, S.No.90, Page 12

¹⁰⁷ Group Muddalapalli, 15-Sep-03, 2:12 PM, S.No.40-42, Page 8

¹⁰⁸ Venkatalaxamma-21, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No.123, Page 17

¹⁰⁹ Muniratnamma, Muddalapalli, 15-Sep-03, 2:12 PM, S.No.37, Page 8

¹¹⁰ Muniswamy-10, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No.131, Page 17

¹¹¹ Group, Muddalapalli, 15-Sep-03, 2:12 PM, S.No.39, Page 8

¹¹² Group, Bommekallu H.C., 22-Sep-03, 11:10 AM, S.No.296, Page 38

¹¹³ Aswathamma, Pappthimmanahalli-025, Group Interview, Old Campus, Chintamani, 22 Sep 2003, Page 40

¹¹⁴ Sujatha, Venkatarayankotta 001, Group Interview, Old Campus, Chintamani, 22 Sep 2003, Page 42

¹¹⁵ Group, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No.140, Page 18

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9.3. Skills and Attitudes required to enter Urban Job Market

Young men and women consider that having been born and brought up in a rural area is a disadvantage when it comes to getting employment, most of which is in towns and cities.

“City students have better contacts, [and are the products of a] better education system unlike us. There are better Institutes in the towns and cities. There are better openings too. Young people from cities have educated parents who can guide them. That is a distinct advantage. In addition, we would have to travel a lot to get to the town or city and back¹¹⁶.”

“If I can’t get a job, I will do some business. Any small business [would do]. I might keep sheep or a cross-bred cow or open a petty shop¹¹⁷.”

Participants talked about the bribery associated with getting jobs in the towns and cities. This placed an additional crushing burden on poor rural youth.

“We will have to go to towns to get jobs. For that we need education. We need merit and either political influence or the capacity to bribe to get jobs. We should have work knowledge, [and the] know-how to communicate.”

Parents had mentioned this issue in village interviews:

“Unfortunately we have to pay bribes to get jobs. Rs.70,000 for a bus conductor and Rs.40,000 for a Reserve Police Constable¹¹⁸.”

Parents admitted they had neither the money nor the know-how to compete against these odds.

Under these circumstances, it would be necessary to make the best of the lands owned by Coolies:

“Agriculture is a base and [our] businesses must be close to agriculture. I think we have to go or sheep, cow and petty business. Those who have land must make full use of the resource. I failed in education, so I went for agriculture¹¹⁹.”

9.4. Views about Business and Trade

The youth were asked about possible business and trade ideas. Their notions revolved around petty business connected with agriculture, which couldn’t really benefit from their education or skill training.

9.4.1. Coolie Sangha to Set Up Business

When asked their ideas about setting up a factory or business in which all coolies would be shareholders, and which would employ professionally trained persons to manage, the first reaction was that this would be a good idea, provided the youth got jobs.

“No recommendations by politicians. We think it is good for us to be employed by any local factory in which the Coolie Sangha is the shareholding institution. We should be trained to get jobs in our factory. We will get the jobs after training¹²⁰.”

¹¹⁶ P.C.Narasimhamurthy, Basavapura,

¹¹⁷ Sudhakar V., Group Interview, Old Campus, Chintamani, 22 Sep 2003, Page 41

¹¹⁸ Group Bommekallu H.C., 22-Sep-03, 11:10 AM, S.No.290, Page 38

¹¹⁹ Sreenivasan, Group Interview, Old Campus, Chintamani, 22 Sep 2003, Page 42

¹²⁰ Animated Discussion, Group Interview, Old Campus, Chintamani, 22 Sep 2003, Page 43

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However, if the Coolie Sangha runs a business, it may not be run in the most profitable way. It would be open to pressures from many quarters, and would never be able to please every one. The Coolie Sangha is after all a people's organization, and how could it run businesses?

On the other hand, if the business is to be run by a professional group, why should they choose Chintamani for the business? If Chintamani were so good for business, there would be factories and businesses here already... And perhaps the owners would prefer to hire city trained staff rather than Coolie children. This is because real business must be run with a profit motive, which looks for resources at the least cost and providing the highest output.

The ADATS staff who were present at the discussion commented later that it would be a pity to employ capital belonging to the Coolies, to set up businesses, within which Coolie children could only be lower level employees. Regardless of any dividend, which may be paid out to Coolie shareholders, it was felt that such employment would somehow defeat the very purpose of the idea to set up businesses and trade with Coolie capital.

9.4.2. Alternate Approaches

A less ambitious, but more practical approach that was finally discussed was to get groups of 3 or 4 educated, compatible youth who would like to enter business, and help them from set up to marketing.

For example, a number of Chintamani youth will be undergoing computer training during the remaining months of 2003. If 3 or 4 of them wanted to set up a DTP shop in Chintamani town, the project could help them access bank capital, find a suitable office accommodation, and possibly even procure some initial business which would help to get the entrepreneurs off the ground. Such a business should not cost more than one or two lakhs to set up.

Other business ideas could be generated by doing some focused market research in Chintamani and if necessary even in the district headquarters town, Kolar.

It may be useful to look at local resources like Mangoes, Tomatoes, Tamarind and ask what businesses (primary processing) could be built on the raw materials base. Three or four business ideas could be selected and developed with the intention of creating success stories out of them. It goes without saying that these businesses require constant hand-holding support.

The DLDP was a programme that no Coolie had ever dreamed about or was convinced could succeed. Yet with organizational vision and support from ADATS, it was made possible. The same could happen with a business development programme which could divert Coolie children away from dryland agriculture to other opportunities in which they can participate with the advantage of their first generation education and skill training.

In the meantime, it may be useful to consider setting up a small team from educated Coolie Youth to assist with the organizational aspects of the new programme for business development.

9.5. Attitudes to Politics and Leadership

Coolie Youth told us they have observed the work of the Coolie Sangha from the time they were children and know the difference the institution has made to their lives. The Coolie Youth are aware that they will be called upon to lead the Coolie Sangha in the next generation. They say they are ready to accept any responsibility that may be placed on their shoulders.

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10. Assessment of Original Objectives

The conclusions will deal with the achievement of the original goals and objectives of the project as set out in the SCNZ/VASS DLDP Proposal, to conform to the requirements of the ToR. The purpose of this discussion is to show how objectives could be drafted with a result orientation. The substance of the relevant original objectives {please see objectives 1) to 4) in the section below} has been carefully captured and preserved in the revised objectives as they appear in the Project Planning Matrix.

10.1. SCNZ/VASS DLDP Objectives

The original SCNZ/VASS DLDP Proposal sets out the following objectives:

- 1) Bring Coolie Families into the Mainstream of Peasant Cultivation as Tillers and Cultivators
- 2) Improve Subsistence Cultivation Practices, Promote Off-Farm Ventures and Create a Food Security for the Poor
- 3) Establish a Visible and Recognised Role for Coolie Women in Domestic Finance and Family Agriculture
- 4) Socio-Political & Organisational Strengthening
- 5) Move Toward Non-Chemical Farming & Link with Urban Activists to Create a Niche Market
- 6) Community Irrigation & Dryland Horticulture

Of these objectives, Details for items 5) and 6) are due to be worked out for the 4th and 5th years of the project. The SCNZ/VASS DLDP is only in its 3rd year at present and hence this evaluation will be confined to items 1) to 4) only.

Further discussions are based on our comments on the project objectives in section 3. Project Design.

10.1.1. Bring Coolie Families into the Mainstream

In its present form, any evaluation of the complex process of “Bringing Coolies into the mainstream of peasant cultivation as tillers and cultivators” would have to be extremely subjective. As a process, no one can dispute that with the DLDP, Coolies have indeed been brought into the “mainstream of peasant cultivation as tillers and cultivators.”

ADATS/Coolie Sangha is very strong on supervision and monitoring of Activities, as seen from the 1st and 2nd Progress Report on the SCNZ. In the 2nd Progress Report (February 2003), a Review of Objectives provides detailed narrative and quantitative information on progress of:

- ❖ Soil and Water Conservation Works – Utilisation of Plan Amount for 39 villages
- ❖ Comparison of S&WC Works Carried out in 2001 and in the 1st Phase of 2002 – covers New Bunds, Repairs to Bunds, Ravine and Gully Check, Cleared Pebbles & Boulders, Retention Walls and Virgin Land Cleared.
- ❖ De-silting of Tanks
- ❖ Plan Utilisation

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10.1.2. Improve Subsistence Cultivation Practices, Promote Off-Farm Ventures & Create a Food Security for the Poor

These are in fact three “objectives” telescoped into one, and would benefit from rewording as separate objectives.

A number of “Acceptable Results” have been reported in the Review of this complex objective. These results include:

- ❖ 87 families with limited sources of irrigation changed to irrigated dry crops (48% Results)
- ❖ Ploughing and seeding the holdings of 158 destitute families (55%)
- ❖ 19 families got proper title deeds from the government (50%)
- ❖ “Of those who did manage to raise a crop, 148 families insured their crops” (58%)
- ❖ “175 cattle owners paid up their premium to insure sheep, cows and bullocks” (77%)

“Limited success plagued attempts that were dependent on the weather”

- ❖ Only 36 families planted mango saplings which later withered (4% Results)
- ❖ Only 21 Coolies dared to take crop loans from their CCFs (16%)
- ❖ Not a single family availed government subsidies since there were cancelled due to the drought

A careful look at each of these will show that if we are to call them results, they must be qualified as low-level process results¹²¹.

The important question to ask is, “So what did we achieve because of this ‘Acceptable Result’”? This will lead us to the big picture and the realization that true Results are **Effects** of our work, not the **Process** of our work.

Effects include Increased Area Brought Under Cultivation, Land Titles Registered, Absence of Cases of Land Mortgage, Increased Land Value, Absence of Forced Migration, Absence of Debt Bondage, Sustained Wage Levels and Improved Self-Esteem.

However, despite the prolonged drought conditions under which lands had to be left uncultivated, the achievements against plans can be considered satisfactory.

10.1.3. Establish a Visible and Recognised Role for Coolie Women in Domestic Finance and Family Agriculture

This is yet another process, not an objective, which must defined as an end result which can be objectively measured. How do we know that such a visible and recognized role has in fact been established? What are the indicators?

- ❖ Transfer of properties in joint names has been selected as an indicator. Out of 350 test cases, only 6 families have succeeded.
- ❖ In the case of 35 outright transfer of entire properties, 32 were transferred or are in the **Process** of being transferred.
- ❖ Only 1 out of 15 widows succeeded in getting a regular pension from the government.

¹²¹ Project Outputs (which must be achieved to produce the Project Purpose) are defined as Project Processes. These “high level” Processes may be broken down into Sub-Processes, Activities and Tasks.

- ❖ Mahila Meeting were successful in counselling 11 families and stopping domestic violence in 18 more.
- ❖ Mahila Meetings have conducted 5 choice marriages, rejected the request of 1 girl, and failed in 2 cases where their parents' will prevailed.
- ❖ Only 72 community bathrooms and 6 smokeless Chullas could be built

Children's issues have been included in the Review (February 2003) and a number of issues on the "Baseline" have been reviewed. These include activities and tasks such as "Apply for a New Anganwadi", Solve Anganwadi Problem, Solve Govt Teacher Problem etc.

10.1.4. Socio Political & Organisation Strengthening

Tax Paid Membership is used as an indicator of Socio Political Strength. The table below reproduces with minimum modifications the table that appears in the 2nd Progress Report (February 2003)

Year	No. Families who Declared their Incomes	Avg. Income Declared (Rupees)	No. of Families who Paid up Sangha Tax	Average Sangha Tax Paid (Rupees)	Proportion of families who Declared their Incomes, who paid up Sangha Tax
	P		Q		(Q/P) X 100
1995	538	3569			
1996	739	3009	489	290	66.17%
1997	753	3288	685	142	90.97%
1998	2509	2938	634	173	25.27%
1999	2331	2473	2040	208	87.52%
2000	5754	2684	2025	175	35.19%
2001	5878	6523	4716	129	80.23%
2002	5001	4095	4040	175	80.78%
2003			3623	204	

This indicator needs to be discussed as a very important indicator of Organisation growth. We need to determine what aspect of the data will measure what we want it to measure.

ADATS has devised a measure to monitor Socio-political Presence in the Taluk. The 2nd Progress Report asserts, "The overall socio-political Presence of the Coolie Sangha in Chintamani taluk is 31%, with a potential to grow to 56%." This is no doubt a very important intermediate result, which is indispensable for achievement of desired end results.

10.2. Sustainability

The DLDP is a project intervention to make capital investments in marginal lands owned by poor Coolies. Due to the high capital costs and the complex organization involved, without external assistance, the Coolies would never have been able to make these investments either individually or collectively.

In addition to the physical results in terms of bunds, check-dams, gully plugs and improved soil through silt hauling and deep ploughing, the Coolies have been able to benefit from the process of self-organisation and the creation of instrumentalities for self-governance and policy correction. This was because it was possible to deliver the capital investment through a well organized project approach. It must be said in the same breath that this focused approach

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was possible only because of the years of experience ADATS has had in Coolie organization and Sangha management.

It has been noted that the DLDP is a high cost intervention. The 3 year budget for the SCNZ/VASS DLDP is Rs.9,458,941.

Considering that the project is intended to cover “6,784 acres of land belonging to 2,738 small and poor peasant families in 99 villages”, we calculate an average investment of Rs.1394.30 per acre, Rs.3454.69 per peasant family and Rs.95,544.86 per village¹²² for three years.

For this study, a data set was extracted from the main Coolie Sangha Database on 20 Sep 2003. According to this data, the relevant figures are, 11,307 acres belonging to 3524 Coolie families in 130 villages. The revised average investment would be Rs.836.56 per acre, Rs.2684.15 per family and Rs.72,761.08 per village.

If these costs are counterpoised against the benefits reaped by the Coolie families in financial, organizational and environmental terms, we can see how efficient the investment has been.

10.2.1. Asset “Renewal” and Maintenance

In subsistence agriculture, land must be viewed as the most important asset, and returns to investment will be determined by the quality of land, although production will be subject to various limiting factors.

“Renewal” and maintenance of this asset is central to the notion of sustainability, defined here as “extending the positive effects or impacts of the intervention beyond project close-out with little or no external support”.

In Village Interviews, Coolies talked of “Continuous DLDP”, which means that they recognize that land improvement has to be done on a continuous basis once the heavy investment has been made. Structures have to be repaired periodically and soils have to be revitalized and improved on an annual basis.

If these investments can be assured through the Coolie Sangha’s financial and management systems, the project can be considered to enjoy a high level of basic sustainability.

An approach to systematic asset renewal is to determine a proportion of the total area – 20% (5 year programme) or 25% (4 year programme) where repairs and maintenance can be carried out using the Community Labour system developed for the DLDP by the Coolie Sangha. This process can be built into the monitoring programme, so that there will always be an accurate and geographically referenced estimate of annual capital renewal.

Past experience shows that Coolie Families assume responsibility for the capital investments in their lands and repair damages to the structures to the best of their ability, keeping the need for Community Labour to the bare minimum.

¹²² Please see 2nd Progress Report (Feb 2003), Page 1

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10.2.2. Non-chemical Farming

Objective 5 of the SCNZ/VASS DLDP Programme is to “Move toward non-chemical farming & Link with urban activists to create a niche market”

As with other objectives, this one also reads as a process, which does not proclaim its intended result.

In the drive for sustainability, it might be useful to set an objective of bringing a proportion of the total area under non-chemical farming, provided the Coolie farmers are able and willing to co-operate in their own interests.

The objective could read, “20% of the total area under DLDP brought under non-chemical farming”, which suggests a 5 year programme. This is of course only an example, and ADATS may be able to achieve the programme faster.

It would be necessary to define the “Process Solution” as to what constitutes “Non-chemical farming.” It would also be necessary to plan for and access the required organic inputs in advance, as part of the project.

10.2.3. Marketing

If sustainability is to be assured, the project will have to look ahead at marketing plans.

If it is possible to introduce non-chemical farming, the project will have to prepare marketing plans for the organically grown commodities.

However, this could prove formidable since niche markets are by definition small, premium markets that would be difficult for the Coolies to access considering the large amounts of produce, which is likely to consist mostly of groundnut¹²³ since Coolies appear to prefer groundnut cultivation, which gives them better returns¹²⁴.

Such a marketing strategy would also involve costly management arrangements for procurements, storage, logistics and market clearance.

The niche marketing strategy needs to be carefully thought out and probably introduced as a pilot project in view of the expertise and capacity requirement, without which such a venture cannot be launched.

Perhaps when refocusing on the project goal as Assuring Food Security, it will be possible to determine what quantity of organic materials can be grown by the farmers with greater capacity.

¹²³ a groundnut crop of 4 bags per acre x 45 kgs per bag x 11,307 acres = 2,035,260 kgs or 2,035 tonnes.

¹²⁴ "I have gone for 2 acres of groundnut. It fetches Rs.1000 per bag of 45 kgs (Rs.2,222 per quintal). Ragi gives only Rs.400 per quintal (100 kgs). Groundnut requires more investment – Peddanarayanappa-007, Bommekallu H.C., 10:26 AM, 22/9/03, Page 36

10.3. Project Financial Budget

The project Budget Realisation for the Period 01 April 2000 to 30 September 2003 is presented in the table below:

ADATS/SCNZ VASS Chintamani DLDP Project - Budget Realisation

1 April 2000 to 30 September 2003

S.No.	Description	Original 3 yr Budget	1st Revision Feb 2002	2nd Revision Feb 2003	3rd Revision 18 June 2003	Final Realisation	%	Var.
1	Soil & Water Conservation Works	6706500	8467722	8586324	7500000	7496681	75	3319
2	Silt Hauling	1471418	292494	371244	371244	371244	04	
3	Deep Ploughing	704273						
4	Tools & Implements	108750	230725	130725	130725	130725	01	
5	Salaries & Transport	468000	468000	370000	305000	303022	03	1978
6	Seed Subsidies	0	0	0	1557884	1636680	16	-78796
		9458941	9458941	9458293	9864853	9938352	100	-73499

The project administration reports that SCNZ has been sensitive and responsive to changes in the programme budget. The budget had to be modified due to the effects of prolonged and severe drought conditions. Responding to the crisis, more money was allocated to Soil & Water Conservation and Silt Hauling. By the time of the final revision, the budget had been increased to Rs.9,938,352. This is Rs.73,499 more than the 3rd Revision total of Rs.9,864,853.

Progress reports have provided the platform for discussions between ADATS and SCNZ on important issues and the need for mid-course corrections. This flexible approach has helped the project to modify the DLDP according to unfolding events within the overall context of Coolie Sangha development.

According to the ToR, the Evaluator is required to suggest “ways in which the project could be made more cost effective, and any recommendations for change in the financial budget.”

With the available data, there is really no scope for analysis by which suggestions for making the project more cost effective can be made.

Since the budget has already been spent, there is little point in making any recommendations for change in the financial budget.

The project must be commended on spending as much as 97% of the budget on project works, and keeping the overheads to a minimum of 3% (Salaries and Transport). The expenditure on Tools & Implements equips the Coolie members to maintain the Soil and Water Conservation structures in their lands.

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10.4. Project Monitoring

ADATS works on a lean and extremely efficient management structure. Managers are trained to spend most of their time in the field and respond to Coolie problems and technical issues.

In 2001, ADATS introduced a process of Baseline Making and Implementation, that identified the most pressing Coolie problems, which could be addressed using the considerable strength (functional unity) of the Coolie Sangha.

This process was found to be useful in identifying “Results” to be achieved and pinpointing accountability. Several rounds of the “Baseline-Making and Implementation” have already been carried out and it has created a completely new capability and way of thinking in ADATS. This programme identifies customer demand and monitors how it is satisfied.

Project monitoring has taken on a new meaning in ADATS, and management staff have become highly motivated because their performance has become so much more visible.

However, “Baseline” as the concept is understood at the field level in ADATS is a general poverty alleviation or “customer satisfaction” programme, to ensure that the organizational strength of the Coolie Sangha does not become a legendary, non-performing asset.

In the context of the DLDP or any other special programme, it would be advisable to have a completely separate Baseline, picking out areas for survey from the “Objectively Verifiable Indicators” column of the Logframe.

The important fact is that ADATS/Coolie Sangha now has the expertise to monitor projects against a baseline that is expected to change in predictable and favourable ways.

10.5. Reporting

ADATS has impeccable reporting mechanisms, although much of the data analysis and documentation is centralized at Bagepalli.

We consider that it would be most helpful if primary data can be collected and maintained at Chintamani. Staff can be trained to collect and record data and use it for field monitoring.

At the risk of repetition, **monitoring** asks the question, “Are we doing things right?” while **evaluation** asks the question, “Did we get it right?” Monitoring is a feedback mechanism while evaluation is a learning mechanism. Monitoring provides early warning which could help to usher in mid-course corrections.

While there is a lot of information on how the project has been monitored, (Soil and Water Conservation Works, Socio-Political Presence etc.) there is inadequate information on impact achievement. This is primarily because the project Baseline was not set up.

Once the monitoring and evaluation mechanisms are set up, reporting becomes easy, as we know from the current “Baseline” monitoring, which has been adopted with considerable enthusiasm.

Although ADATS has a strong tradition of regular meetings at which oral presentations are made and debate is encouraged, written internal monitoring reports against pre-determined indicators would provide a strong incentive to focus on achievement of Project Purpose and Project Outputs. Some capacity building may be required for this.

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11. Findings – Participatory Impact Evaluation

In this section, we discuss the expected impacts of the DLDP, as found in the Objectives Tree derived from the retrofitted logic developed in Section 4. An important function of this section is to draw attention to information requirements for future monitoring and evaluation purposes.

11.1. Goal Indicators

11.1.1. Forced Migration

Communities we met at village interviews told us there have been no forced migrations, thanks to DLDP.

Coolies from nearby villages that are not part of the Coolie Sangha, continue to migrate to Bangalore and other cities with the onset of summer each year. For Coolie members of Chintamani Taluk forced migration is reportedly a distant memory.

It would be very useful to find ways of recording any occurrence of forced migration (if any) in each village and then aggregate the data for the whole taluk. This would give us objective data with which we could make assertions about forced migrations.

11.1.2. Bonded Labour

Debt bondage can be defined as the status or condition arising from a pledge by a debtor of his personal services or of those of a person under his control as security for a debt, if the value of those services as reasonably assessed is not applied towards the liquidation of the debt or the length and nature of those services are not respectively limited and defined.

A sudden need for a large sum of money (ranging from Rs.1000 to Rs.15,000) for some emergency or traditional celebration of a daughter's marriage drives a labourer to pledge himself/herself or one or more of their children against a *Jeetha* (local term for the debt bondage system) contract. This arrangement is also referred to as *Bitti Chakri*, which means, "free work". Work under this system includes odd jobs on the landlord's property or in his house.

According to respondents, debt bondage does not exist in any of the project villages, although they were all familiar with it.

“Due to DLDP we have enough food, so [there is] no bonding [in our area]. Narasimhappa was a bonded labourer. Krishnappa-22 was bonded for food”. “Krishnappa-43 was bonded just for food. Jeevika [a local NGO working in the area of debt bondage] helped us get out of bondage”¹²⁵”

“We used to bond our children just to pay our interest”¹²⁶”.

“Because of alcoholism we used to sit in the Reddy's house and drink, take small amounts of money and bond our children”¹²⁷”.

“We have seen enough of bonded labour. Let our children go and study”¹²⁸”.

¹²⁵ Krishnappa-43, Muddalapalli, 15-Sep-03, 12:55 PM, S.No. 15-18, Page 5

¹²⁶ Narasimhappa-012, Apsanpalli, 19-Sep-03, 10:28 AM, S.No. 228, Page 30

¹²⁷ Channarayappa-010, Apsanpalli, 19-Sep-03, 10:28 AM, S.No. 231, Page 30

¹²⁸ Group, Korakkavanalappalli-670, 15-Sep-03, 3:30 PM, S.No. 89, Page 12

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11.1.3. Food Stocks

Since a way has not been found to estimate crop production, it has not been possible to estimate the production of “Navadhanya” food crops grown by women either.

At interviews we came across cases of women who said they had stashed away foodgrains more than two years ago and they have helped their families through the extended drought period.

“Thanks to DLDP, I still have 3 bags of ragi from the 10 bags I harvested 3 years ago¹²⁹.”

“Our agriculture is for food. For cash we must do business¹³⁰.”

“Women are now involved in agriculture. This means emphasis is on food. Women make sure that agriculture is not just to produce for the market.”¹³¹

“We sell our produce only after keeping enough to eat¹³².”

“DLDP assures food security so we have the courage to take up new ventures¹³³.”

“If I had 4 bags of ragi, it would sustain me and my family for 4 months¹³⁴.”

“I used to get 4-5 bags of ragi from my land. This is food for 6 months¹³⁵.”

These responses emphasise the importance of directing policy towards food stocks, and measurement or even estimation of crops and food stocks are the best way to draw attention to the required performance.

Some of the “Navadhanya” crops (minor millets, oilseeds and spices) are:

- | | | | |
|----------------|--------------|-----------|-----------|
| ✚ Anapagenjulu | ✚ Pesarlu | ✚ Samalu | ✚ Aarkulu |
| ✚ Kandalu | ✚ Alsandhulu | ✚ Saddalu | ✚ Sasulu |
| ✚ Uluvulu | ✚ Noogulu | ✚ Jonnalu | |

11.2. Purpose Indicators

The following indicators need to be discussed and agreed or modified to ensure that they measure the performance levels of the required objectives.

11.2.1. Average Land Holding

As at present, the average land holding for 3524 Coolie Members is 3.2085 acres. Since there is no baseline, it is not possible to objectively assert that there has been any increase in average land holding.

“After DLDP I have got one more acre, and another one acre can be cleared¹³⁶.”

“I bought 2 acres of land a bit far from the village. I paid Rs.20,000 per acre¹³⁷.”

“We increased our holding size to 3 or 4 acres¹³⁸.”

¹²⁹ Naremma-13, Muddalapalli, 15-Sep-03, 2:00 PM, S.No. 33, Page 7

¹³⁰ Yamanna-35, Korakkavanalappalli-670, 15-Sep-03, 3:30 PM, S.No. 54, Page 9

¹³¹ Maramma, Korakkavanalappalli-670, 15-Sep-03, 3:30 PM, S.No. 69&70, Page 11

¹³² Valappa-12, Paddaguttapalli-526, 16-Sep-03, 11:05 AM, S.No. 93, Page 14

¹³³ Group, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No. 143, Page 18

¹³⁴ Group, Guttupalya, 18-Sep-03, 3:28 PM, S.No. 211, Page 28

¹³⁵ Peddanarayanappa-007, Bommekallu H.C., 22-Sep-03, 10:26 AM, S.No. 257, Page 36

¹³⁶ Laxmidevamma, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No.127, Page 17

¹³⁷ Chowdamma-07, Gajilavarapalli-503, 16-Sep-03, 2:25 PM, S.No.160, Page 21

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“I bought 1 acre of land from a Brahmin ryot for Rs.42,000¹³⁹.”

“I bought one acre of land for Rs.50,000. I can pay off Rs.10,000 per year¹⁴⁰.”

“I bought one acre of dryland for Rs.20,000. I paid for it by selling sheep and a CCF loan of Rs.3000 and a contract for digging wells¹⁴¹.”

“Before sangha I had no land, now my father has given me 2 acres of land due to sangha pressure¹⁴².”

“Before I had only 1 acre of land. Now I have 4 acres, of which 3 acres were gomala land¹⁴³.”

“Ryots have taken the good gomala land and we got the poor lands¹⁴⁴.”

“Almost all of us have increased our land holdings - Not doubled, but increased our land by 1/4 to 1/2 acre per plot¹⁴⁵.”

For administrative purposes, average land holding can be analysed Cluster-wise, Village-wise and holder-category-wise to aid in the monitoring of this important indicator.

11.2.2. Landless Coolie Families

This data can probably be extracted from the Income Declaration database or the ongoing “Baseline” Exercise.

11.2.3. Cultivators Without Land Titles

This data can probably be extracted from the Income Declaration database or the ongoing “Baseline” Exercise.

“We had the sangha behind us so we didn’t worry that the lands didn’t have titles. Now most of us have land titles. A few are still to get land titles. We have clear boundaries, so no land disputes¹⁴⁶.”

“We now have katha for our gomala [Common Grazing Land] land and we pay tax every year¹⁴⁷.”

11.2.4. Lands with Joint Titles

This data can probably be extracted from the Income Declaration database or the ongoing “Baseline” Exercise.

“We have transferred title of our lands to our wives’ names¹⁴⁸.”

¹³⁸ Laxamma, Seethampalli, 18-Sep-03, 11:50 AM, S.No.165, Page 23

¹³⁹ Venkataramana, Seethampalli, 18-Sep-03, 12:43 PM, S.No.199, Page 25

¹⁴⁰ R. Venkataramanappa-001, Seethampalli, 18-Sep-03, 12:43 PM, S.No.203, Page 26

¹⁴¹ Narayanappa-002, Seethampalli, 18-Sep-03, 12:43 PM, S.No.204, Page 26

¹⁴² Ravanamma-033, Guttupalya, 18-Sep-03, 3:28 PM, S.No.218, Page 28

¹⁴³ Venkatalaxamma, Apsanpalli, 19-Sep-03, 10:28 AM, S.No.237, Page 31

¹⁴⁴ Venkatalaxamma, Apsanpalli, 19-Sep-03, 11:19 AM, S.No.239, Page 32

¹⁴⁵ N.Narayanappa-010, Bommekallu H.C., 22-Sep-03, 10:26 AM, S.No.280&2811, Page 37

¹⁴⁶ Group, Korakkavanalapalli-670, 15-Sep-03, 3:30 PM, S.No. 61, Page 10

¹⁴⁷ Venkatalaxamma, Apsanpalli, 19-Sep-03, 10:28 AM, S.No. 238, Page 31

¹⁴⁸ 032, 026, 012, 021, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No. 144, Page 19

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11.2.5. Lands Mortgaged to Landlords

Although it would appear that there are no cases of lands mortgaged to landlords in Chintamani, it would be good to monitor this indicator and record even nil returns.

11.2.6. Value of Coolie Lands

This indicator is suggested in view of the buying and selling of lands that was reported during interviews. After the DLDP, the value of lands have increased, and there are probably two approaches to collecting data for estimating the value of the lands:

- Estimate made by property holder from sales of similar lands in the area
- Estimate made by a team of Coolie representatives from objective criteria. These estimates must be validated against sales that may take place from time to time.

Respondents discussed land value as follows:

“Now the value of our lands have gone up [due to DLDP]¹⁴⁹.”

“Akka Jamma had 2 acres worth Rs.1000/- per acre in 1996. Akka Jamma's land was sold in Jan 2003 for Rs.15,000 per acre. No one wants to buy non-sangha members lands even for Rs.1000 or Rs.1500 per acre¹⁵⁰.” This is the market indication of the value added to barren Coolie Lands through community agriculture and DLDP (Soil and Water Conservation) works.

“Previously our land was worth only Rs.3000-4000. Now it is worth Rs.15,000 to Rs.30,000. We know price of land because I bought a property for Rs.25,000¹⁵¹.”

11.3. Indicators for Project Outputs

The indicators for Project Outputs could be maintained in a Project Operations Register. Suggestions for data collection are given in the section containing recommendations.

11.3.1. Sowed Area as Proportion of Total Land Holding (1.1.)

The function of this indicator is to monitor what proportion of total Coolie lands are under cultivation.

In the 1996 “Millennium Eve Study”, it was possible to say:

“A study of 17 villages in Bagepalli {Nagarlu, Byrepalli, Mandyampalli, Ramojipalli, Gundlapalli (CEP), Kamatampalli, Shivapuram, Nallasanapalli, Jillajarlu (MV), Anjinapura, Kothuru (CEP), Chencharayanapalli (HC), Mittevanlapalli, D.Kothapalli and Pichilavarapalli} suggests the following results of the DLDP:

“The total area under cultivation increased from 1450.05 acres to 1722.27 acres an increase of 18.77%. This has led to groundnut production increase from 2,02,280 kgs. before DLDP to 6,79,120 kgs after DLDP. This was an increase of 335.73%..”

¹⁴⁹ Venkatalaxmamma, Apsanpalli, 19-Sep-03, 11:19 AM, S.No.240, Page 32

¹⁵⁰ Cluster Secretary Ravi, Muddalapalli, 15-Sep-03, 12:55 PM, S.No. 10-12, Page 4

¹⁵¹ Venkataramanappa, Korakkavanalappalli-670, 15-Sep-03, 3:30 PM, S.No. 71&72, Page 11

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11.3.2. Average production (1.2.)

Crop production could be estimated and recorded as of “No. of bags of Groundnut”, “No of bags of Navadhanya”. This indicator, divided by the number of acres owned by the cultivator will give us “Average Production.” If lands are really improved, we ought to see a rise in average production, at least till limits to growth are reached.

Coolie respondents were absolutely certain about the improved productivity:

“The increase in crops is as much as 4-6 bags per acre¹⁵².”

“I now get 6 bags of crops from my land. I keep 4 bags and sell 2 bags¹⁵³.”

“We have been able to double our crop harvests (3 bags to 6 bags)¹⁵⁴.”

“After 1 year of DLDP, I got 25 bags of ragi from 5 acres. Now it is 4 years since DLDP began, and I get 70 bags of ragi from the same 5 acres. Because of Sangha I was able to raise my production to 70 bags of ragi. I want to harvest 100 bags from 5 acres. This year I have gone for 2 acres of groundnut. Groundnut fetches Rs.1000 per bag of 45 kgs against Rs.200 per bag for ragi¹⁵⁵.”

This kind of uncomplicated information can be captured in a systematic format. How the data should be collected is discussed in the final chapter containing our recommendations.

In the 1996 Study referred to in the previous section, although crop quantities are not mentioned, we find the note:

“Other crops which have shown an increase in production are pulses, ragi, dal, millet, maize, paddy, sunflower and beans. Crops which have shown a decline are horsegram, bajra, jowar and castor.”

11.3.3. Deep Ploughing (1.3.)

This operation is a soil improvement investment.

“Our lands must be enriched by silt hauling and deep ploughing. We must do deep ploughing at least once in 3 years¹⁵⁶.”

11.3.4. Silt Hauling (1.4.)

During normal cultivation years, silt from tank (lake) beds is collected and hauled in tractors to Coolie lands. The purpose of this cultivation practice is to improve the thin and impoverished soils in marginal lands. However, *“Silt hauling has not been done due to the drought¹⁵⁷.”*

This can be attributed to the drought-induced lack of motivation resulting from uncertain perceptions of tangible returns.

This is why intensity and continuation of drought features as the most important assumption and external factor.

¹⁵² Muniswamy -10, Paddaguttapalli-526, 16-Sep-03, 11:05 AM, S.No. 92, Page 14

¹⁵³ Chikkavenkataswamy -03, Paddaguttapalli-526, 16-Sep-03, 11:05 AM, S.No. 105, Page 15

¹⁵⁴ Muniswamy -10, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No. 138, Page 18

¹⁵⁵ Peddanarayanappa-007, Bommekallu H.C., 22-Sep-03, 10:26 AM, S.No.259-260, 268-271, Page 36

¹⁵⁶ Ramakka-015, Seethampalli, 18-Sep-03, 11:50 AM, S.No.171, Page 23

¹⁵⁷ Group, Korakkavanalappalli-670, 15-Sep-03, 3:30 PM, S.No.79, Page 11

“According to the 2nd Progress Report, “Silt Hauling was taken up in 34 villages which did not receive DLDP Plans. In April and May 2002, a total of 1,165 acres were treated with silt, spending an average of Rs.375 on each acre of land as tractor hire. This takes the programme totals to 1,871 acres in 46 villages.

“Tractors were hired from friendly Ryots to haul alluvial silt onto Coolie lands, with voluntary labour from Member families.”

11.3.5. Multiple Cropping (2.1.)

This indicator can be extracted from the Project Operations Register. We would need to first define what we mean by “Multiple Cropping” – do we mean more than one crop or three essential crops? Next we measure proportion of Coolie Members who have adopted “Multiple Cropping.”

11.3.6. Horticulture (2.2.)

This indicator concerns planting of tree species like mango and tamarind. We need to discuss what is the most economic and effective way to measure this indicator.

“We will plant tamarind and mangoes on our DLDP land¹⁵⁸.”

“Horticulture is a good option. Borewell and mango plantation have become status symbols¹⁵⁹.”

“Now we need a Horticulture and a Community Water Supply Programme. DLDP will have to take a different course. Horticulture, planting trees¹⁶⁰.”

11.3.7. Fodder Trees (2.3.)

This indicator can be captured along with the immediately previous one on Horticulture. Since keeping goats and sheep is such an important activity, growing fodder trees, particularly the *ficus* variety would provide a sustainable source.

11.3.8. Preparation of Land (3.1.)

ADATS has already set up a monitoring system called “DLDP Performance Indicator” for this indicator. This is a process performance monitoring system which evaluates performance on the basis of a 7-criteria rating system. The criteria and their weightage are given in the table below:

CRITERIA	WEIGHTAGE
Worked on	0.05
Budget Utilisation	0.05
Labour Invested	0.60
Crop Loans	0.15
Level Lands	0.05
Good Bunds	0.05
Silt Hauled	0.05
TOTAL	1.00

¹⁵⁸ Group, Muddalapalli, 15-Sep-03, 2:12 PM, S.No.36, Page 8

¹⁵⁹ Group, Korakkavanalappalli-670, 15-Sep-03, 3:30 PM, S.No. 84 12

¹⁶⁰ Muniswamy -10, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No.129, Page 17

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For monitoring and summarizing the data, the database can be imported to MS Excel, which has excellent statistical capabilities.

Project Output No. 3. would ensure “*Community Labour for DLDP Lands Organised by Coolie Sangha.*” In many ways this is the secret of the success of the entire DLDP. One of the farmers who gave an account of the costs of cultivating Coolie lands said, “[It costs] Rs.500 per acre for weeding. Ploughing labour is Rs.800 per acre. Harvesting is family labour. This [entire set of works] cannot be done with hired labour¹⁶¹.”

Why would Coolies act “irrationally” and work on other Coolies’ lands in a Community Labour gang? We came across landless Coolies who were working on others’ lands. They surely visualize benefits in the form of identity, protection, possibly preference in obtaining lands in the near future, and even food grains, all of which are non-monetised benefits.

Most of the Coolies have titles to their lands and hence these lands cannot be called a Common Property Resource (CPR). However, by self organization, the manual labour power of the Coolies constitutes the CPR in this model.

Decision-making by Coolies is based on “Collective Choice (Creating rule-making and problem solving arrangements)” and “Constitutional Choice (Creating and limiting powers which can be exercised within Collective Choice arrangements)”, which Ostrom¹⁶² subsumes under the single term, “Institutional Choice”.

The Coolie Sangha has the organizational discipline to create rules that determine membership, benefits (Community labour; monitoring and problem solving arrangements; loans; organizational identity; self esteem) and costs (discounted wages).

On the basis of these institutional arrangements, Coolies are able to make credible commitments, which are essential for the system to work.

11.3.9. Landless in DLDP (3.2.)

This data can probably be extracted from the Income Declaration database or the ongoing “Baseline-making and Implementation” Exercise.

11.3.10. Acreage Cleared for Single Women (3.3.)

A number of single women have got their lands identified and cleared by community labour. The acreage cleared is a useful indicator.

“I am a widow with 1 acre of land. The sangha helped me to clear 2 acres¹⁶³.”

“The sangha has helped me, a widow to clear my 2 acres¹⁶⁴.”

“Widow with leprosy deformity got her lands cleared by sangha and planted ragi¹⁶⁵.”

“My land could not be called “land” till sangha cleared it. Now I plant various types of pulses on my land¹⁶⁶.”

¹⁶¹ Peddanarayanappa-007, Bommekalu H.C., 10:26 AM, Page 37

¹⁶² see Ostrom, Elinor, *GOVERNING THE COMMONS, The Evolution of Institutions for Collective Action*, Cambridge University Press, UK, 1990

¹⁶³ Aswathamma, Gajilavarapalli-503, 16-Sep-03, 2:25 PM, S.No.158, Page 21

¹⁶⁴ Gangulamma-024, Apsanpalli, 19-Sep-03, 10:28 AM, S.No.226, Page 30

¹⁶⁵ Anjamma-39, Muddalapalli, 15-Sep-03, 12:55 PM, S.No.27, Page 6

¹⁶⁶ Gopamma (widow), Korakkavanalappalli-670, 15-Sep-03, 3:30 PM, S.No.55, Page 9

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“The sangha cleared 2 acres of land for me when I came to my mothers house after leaving an abusive husband¹⁶⁷.”

“A woman can keep her land barren, certainly not a man. We help women who are unable to cultivate their land¹⁶⁸.”

“Single women cultivate lands because community does not discourage them. The processes of Mahila Meeting give institutional support to women¹⁶⁹.”

The two immediately preceding comments reflect the taboo against women ploughing and the traditional Indian notion that ploughing is an exclusively “male” activity. ADATS believes that when men help single women to plough and cultivate their fields, they are helping them to “become persons”.

“Deserted women lost their pride. The Mahila Meetings changed all that¹⁷⁰.”

This comment highlights the role of Mahila Meeting as an institution, which has changed attitudes towards women.

11.3.11. Variety of Food Crops (4.1.)

This indicator is different from 6.3.5., which measures the proportion of Coolies who have introduced Multiple Cropping.

Variety of Food Crops measures or documents the various types of crops introduced. This indicator needs to be discussed further.

11.3.12. Single Women Managing (4.2.)

From section "7.2. Sex and Caste" it will be seen that 28% of all the Coolie cultivators are women as at present. If there is no initiative to increase the numbers of women cultivators and therefore the proportion, there is little point in measuring this indicator.

Without an active programme, the proportion of single women managing their land holdings is either accidental or incidental.

11.3.13. Mahila Meeting Income Declarations (4.3.)

This indicator requires further discussion.

11.3.14. Below Market Wages (5.1.)

This can be monitored on a regular basis in each region and the data integrated into Cluster and Taluk databases.

11.3.15. Equal Wages for Men and Women (5.2.)

Violation of the principle of equal wages can be monitored on a regular basis in each region and the data integrated into Cluster and Taluk databases.

“We never thought that men and women should get equal wages. We thought because we were women we should get less wages. After DLDP we began to ask why we are paid less just because we don’t have moustaches. We demand equal wages from landlords¹⁷¹.”

¹⁶⁷ Venkatalaxmamma-21, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No.118, Page 16

¹⁶⁸ V.Venkataramana-001, Guttupalya, 18-Sep-03, 3:28 PM, S.No.216, Page 28

¹⁶⁹ Laxmidevamma, Paddaguttapalli-526, 16-Sep-03, 11:34 AM, S.No.125, Page 17

¹⁷⁰ Venkatalaxmamma, Apsanpalli, 19-Sep-03, 10:28 AM, S.No.236, Page 31

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“Men grumbled that women were getting equal wages in DLDP¹⁷².”

It is to be noted that this issue is included as an indicator and not as an objective. This is because it is an effect of Coolie Sangha organization and Mahila Meeting policies and rules. For monitoring, we shall observe whether the Coolies have been successful in getting paid equal wages from *ryots*, thus keeping the issue at the forefront.

11.3.16. Use of Tractors by Ryots (5.3.)

We take it that as ryots become unwilling to pay higher wages to Coolies, they will resort to the use of capital equipment like tractors. We need to be careful about the validation of this logic, and be sure that the use of tractors is an effect of increased Coolie wages. It could be the result of modernization and availability of equipment, causing Coolies to be unemployed.

11.3.17. Ryots Admitted to Sangha Membership (5.4.)

This indicator requires further discussion. During interviews, Coolies seemed upbeat about the prospect of *ryots* seeking admission to the Coolie Sangha. Please see section 5.5.1. *The DLDP as a Sangha Building Programme*, page 14.

11.3.18. No. of cases of Coolies negotiated labour contracts (5.5.)

A phenomenon that Coolie women discussed with some pride promises to be a good indicator for Project Output No.5: Coolies break out of Over-Dependent Relationship with Landlords – There appear to be several cases of Coolies, and somewhat surprisingly, Coolie women forming work gangs and nominating a “Manager” to negotiate labour contracts.

If this is a definite trend, it is surely suggesting a break away from feudal relationships to contractual ones. Traditionally, landlords selected only male Coolies for work. If women joined the work gangs, they did so as the chattel of the male Coolies. For women Coolies to be able to negotiate labour contracts where the transaction involves payment for work, with no strings attached.

11.3.19. Enhanced Self-Esteem (5.6.)

Self Esteem is conceptualized along two dimensions, Self-Respect and Self-Competence, which can be measured on a simple scale, known as the Rosenberg Self-Esteem Scale¹⁷³. We propose that ADATS’ Taluk Participatory Evaluation Teams be trained in this methodology.

¹⁷¹ Ramakka (Valappa's wife), Paddaguttapalli-526, 16-Sep-03, 11:05 AM, S.No.95, Page 14

¹⁷² Laxmamma, Muddalapalli, 15-Sep-03, 12:55 PM, S.No.23, Page 6

¹⁷³ Please see APPENDIX-E

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11.4. Specific Issues raised in ToR

In addition to recommendations contained in section *12. Recommendations*, this section rounds up information contained elsewhere in this report and is intended to assure compliance with specific issues raised in the ToR.

11.4.1. Relevance of the project to needs and priorities

The DLDP is a well thought out and carefully implemented project. What is most impressive about the project is that it is a bottom-up project which has developed over the years with field experiences of member Coolies.

The DLDP has been particularly successful because of its linkages with the Coolie Sangha (Community Organization and Governance Programme), The Mahila Meeting and the Coolie Credit Fund. The support of these institutions acting in tandem has been able to keep the DLDP functioning without breaking down through particularly difficult times as in the case of the present extended drought.

The project has evolved in response to the needs and priorities of not only individual families and the Coolie community as a whole, but also to the policy prescriptions of ADATS/Coolie Sangha on socio-political and financial issues. Thus policies, which resolutely reject traditional taboos against women and Harijans, have been successfully implemented as part of the project.

The sensitivity of field staff to poor communities and families is the result of intensive training in listening to poor people and building their self-confidence and esteem.

11.4.2. Positive and Negative Impacts

The desired impacts of the DLDP are covered in section *11. Findings - Participatory Impact Evaluation*.

From the discussions with the community, we did not come across any impact, which could be considered a negative impact. This phenomenon appears to be attributable directly to the empowerment of Coolie women through the Mahila Meeting. Women appear to have successfully controlled the negative impacts associated with greater spending power, using both social and institutional sanctions.

11.4.3. Changes brought on by DLDP

Please see sections *5.3. Before the DLDP* and *5.4. After the DLDP*

11.4.4. Current Roles and Involvement of Women

Please see section *8. Coolie Women and the DLDP*

11.4.5. Most Crucial Drawbacks/Weaknesses

We were not able to identify any “crucial drawbacks/weaknesses” of the DLDP. Any attempt to do so would take us to the realms of subjective assertions.

We would have been in a position to diagnose project performance more objectively had we been in possession of relevant data.

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11.4.6. Mutual Advantages

In view of the linkages between DLDP, Coolie Sangha and ADATS, there is no doubt that while the DLDP was administered, both the Coolie Sangha and ADATS have been strengthened as organizations and their management capabilities have been considerably enhanced.

11.4.7. External Events/Changes

The most important external event concerning the DLDP is the prolonged drought, which has caused severe losses to the Coolies, particularly in cases where even the cost of seed could not be recovered. Please see section 7. *The Drought*.

11.4.8. Changes to Project Design

Please see sections 3. *Project Design* and 4. *Retrofitting Project Logic*

11.4.9. Changes to Project Objectives

Please see sections 3. *Project Design* and 4. *Retrofitting Project Logic*

11.4.10. Changes to Monitoring Systems

Once the objectives and their indicators are agreed, collection of data to monitor these indicators is the only change required to monitoring systems.

Please see sections 10.4. *Project Monitoring* and 10.5. *Reporting*

11.4.11. Cost Effectiveness/Project Budget

Please see section 10.3. *Project Financial Budget*

11.4.12. Continuation of the Project

The SCNZ/VASS DLDP Programme has just completed three years, of which two years have been particularly difficult due to the drought.

ADATS estimates that additional Soil & Water Conservation work is required in the Functioning Villages, on lands belonging to Normal Members in Chintamani as follows:

DLDP Work Needed			
Acres	Percent	Years Needed	Amount
4454	41.52%	No work needed	
3468	32.33%	1 year work needed	1,560,600
1974	18.40%	2 years work needed	1,776,600
555	5.17%	3 years work needed	749,250
226	2.11%	4 years work needed	406,800
51	0.48%	5 years work needed	114,750
10728	100.00%		4,608,000

The ADATS/Coolie Sangha's DLDP is an innovative experiment that goes far beyond providing some assistance with dryland agriculture. The real benefits of the project are the institutional capability and the instrumentalities created to manage or govern such complex arrangements.

Many of the benefits are non-monetised (including food grains and minor crops for home consumption) and if valued, will explain why Coolies act in an apparently "irrational" manner to work on the most degraded lands and help one another.

Considerable Soil & Water Conservation remains to be done, followed by Silt Hauling and Deep Ploughing.

Typically, Government drought relief works produce temporary roads and watershed structures. The DLDP works, on the other hand have produced permanent structures which can be categorized and quantified:

3	Built Cattle Wall	437m	31	Built Retention Wall	969m	3	Dug Diversion Channel	262m
256	Built Field Bunds	12716m	97	Checked Ravine & Gully	810	1	Dug Farm Pond	1
1570	Built New Contour Bunds	100090m	119	Cleared Shrubs & Boulders	320ac	56	Strengthened Existing Bunds	4667m
2	Built Path/Road	96m	18	Deepened Open Well	18	Source: ADATS Office		

If we had individual item costs, it would have been possible to compute per unit (metre, acre, number) costs to set standards for future programmes. Standard costs help to monitor efficiency and compare efficiency across administrative divisions.

Tools purchased under the programme get worn out and need replacement.

This experiment needs to be taken to its planned conclusion under careful management and documented as a model that other Sanghas or agencies can emulate.

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12. Conclusions

In this section we present a summary of conclusions drawn on the basis of previous sections.

12.1. The Nature of DLDP

The purpose of the Participatory Evaluation was to understand the Dryland Development Programme (DLDP) from the perspective and vantage position of the Coolies.

The DLDP is a livelihood programme that offers fair odds to Coolies to acquire self-respect and dignity in terms of their own self-concept and worldview. The DLDP is an organ of the Coolie Sangha, which provides an identity and mantle of security to individual Coolies, particularly women.

In a dramatic turn, the Coolies' subsistence agriculture, which was a struggle against oppressive feudal control, has now become a struggle against unpredictable weather conditions. The analysis of rainfall in Chintamani has highlighted the uncertainty faced by Coolies, and suggested that DLDP is less about managing agriculture and more about managing risk. This is the reason why Food Security assumes such importance as the Goal of the DLDP.

It is also an organization-building programme, which relies on "Functional Unity" and mutual support to provide sustainable mechanisms and institutions required for self-governance.

The DLDP, of course was powered not only by the programme funding, but also the discipline and organizational support of the Coolie Sangha.

The Coolie Sangha has been able to rally its members around the twin phenomena of individual benefits (creation of income generating assets, self-respect, and freedom from the clutches of feudal overlords) and collective benefits (provision of labour to work on each others' plots, group identity and pride; and economic and political power.)

12.2. Project Design

There is an adage that what cannot be measured cannot be managed. An extension of this proposition is that unless we have more than one set of data in a given timeline, no measurements can be made.

Project design usually provides for periodic data collection, and all measurements must relate to some starting point or baseline.

Without such measurements over a given time period, it is impossible to make any objective assertion that positive changes have taken place as a result of the project intervention.

Project costs, for example should be compared against some unit cost based on previous experience. For example, if it is known that in Chintamani, it is possible to build 10 metres of cattle walls at a cost Rs. 1500¹⁷⁴, and our costing shows that in fact only Rs. 1324 was spent on average per 10 metres on all the cattle walls built during the year, we can say that there has been a 12% saving against the standard cost of Rs. 1500 per 10 metres. This reflects favourably on the efficiency of the project. These costs will vary from task to task, as in building xx metres of contour bunds or yy metres of retention walls. It is usually better to judge our performance against our own standards rather than against the standards of any other project.

¹⁷⁴ hypothetical figures for illustration of the method only

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12.2.1. Goal Achievement

From the qualitative research it would appear that the (retrofitted) Goal of Assuring Food Security has been achieved in the case of many Coolie families.

GOAL INDICATORS

- ❖ Zero cases of Forced Migration from Programme Villages - There have been no reported forced migration from any of the programme villages
- ❖ Zero cases of bondage (Jeetha) in Programme Villages - There have been no reported debt bondage cases from any of the programme villages
- ❖ 80% of Coolie Members have Food Stocks for at least one year - Although a number of Coolie women reported that they still have food stocks (ragi), it is not known how many have food stocks.

Qualitative data is acceptable for the first two indicators, although it is possible to maintain quantitative data for these indicators. For both forced migration and debt bondage, the situation is that occurrence is negligible, but we would like to eliminate the phenomena.

Had quantitative data been available for possession of food stocks, a more assertive claim of Goal Achievement could have been made.

12.2.2. Achievement of Project Purpose

Project Purpose has been achieved through well organized community labour effort in the fields of member Coolies. Excellent monitoring and supervision have contributed to the high quality of the permanent structures which can be considered capital assets.

PURPOSE INDICATORS

- ❖ Increased average land holdings of Members – A number of Coolies, especially women claimed that their land holdings have increased. The magnitude of increase cannot be estimated.
- ❖ Reduction in proportion of landless Coolie Families – data not available
- ❖ Reduction in proportion of cultivators without land titles – data not available
- ❖ Increase in proportion of lands with Joint Titles (including women's names) – data not available
- ❖ Nil lands mortgaged by Coolies to Landlords – Cases of mortgage not reported at village interviews.
- ❖ Increased Value of Coolie Lands – A number of Coolies have reported that the value of their lands has increased. The magnitude of increase cannot be estimated.

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12.3. Learning to Manage

One of the important spinoffs of the DLDP is the improved capacity of the Coolie Sangha to manage programmes and institutions.

ADATS has already initiated a management training programme for Coolie Sangha functionaries to familiarize them with the principles of Performance Management. This programme could be continued.

We think it would be in the best interests of ADATS to invest in the development of Taluk Programme Managers through exposure visits or participation in relevant and suitable seminars and workshops.

ADATS and the Coolie Sangha would benefit in the same way they have benefited from the introduction of the “Baseline Making and Implementation” Programme if they would focus on Effects Monitoring using agreed indicators.

The “Baseline Making and Implementation” programme can be seen as a general Customer Satisfaction programme. The Effects Monitoring Programme on the other hand would look at the desired effects of the DLDP, for example, based on the revised LogFrame, monitoring the selected indicators on a regular basis.

Effects Monitoring can be carried out with existing internal resources with a minimum of external facilitation.

12.4. Coolie Women

It is possible that the DLDP could have proceeded in unplanned directions had it not been for the existence of the empowered Mahila Meeting.

Although hypothesis testing is not one of the objectives of qualitative research, during village interviews we were keen to know what negative impacts, if any were experienced as a result of the successful implementation of the DLDP. We have already noted that apart from aiming at Food Security, the DLDP is expected to result in increased income and wealth.

In imitating *ryots*, did Coolie men become abusive to others? Did they take mistresses or second wives? Were there cases of Coolie men indulging in excessive alcohol consumption?

The answers to all these questions were an emphatic “No” from Coolie Women. They appear to have successfully controlled the negative impacts associated with greater spending power, using both social and institutional sanctions.

The Mahila Meeting has already become a cornerstone institution of ADATS/Coolie Sangha and this augurs well for future programmes that could lead to increased incomes and wealth, with attendant changes in attitudes and behaviour.

12.5. Coolie Youth

First generation educated Coolies are discovering that education does not guarantee employment. Their education has effectively distanced them from agricultural labour, although many Coolie children are aware that even if they look for other occupations, they would have to be related to agriculture.

Off-farm activities including keeping milch cows, sheep and poultry provide a distinct alternative to agricultural labour, but it would appear that the effects of prolonged droughts spill over into off-farm activities for obvious reasons.

Coolie youth can only think of “jobs at any cost”, even if establishments set up with Coolie capital must provide these jobs.

We consider that Coolie children could be encouraged to make the transition to small businesses that can benefit from their education and skills training. ADATS/ Coolie Sangha can select two or three pilot business for funding and management handholding with the aim of creating resounding successes. These successes are necessary to create demand for such businesses, which can absorb unemployed youth and provide badly needed incomes for Coolie families. Equally important is the fact that such employment will take the pressure off marginal Coolie lands that do not expand at the same rate as the population.

Coolie girl children are facing the impacts of education on their adult lives, in which marriage and motherhood have traditionally been of paramount importance. However, these educated girl children have realized the importance of education, particularly in the impact it can have on the next generation of Coolie children. Brainstorming on the kind of business activities educated young Coolie women can take up will no doubt be a high priority area for ADATS/ Coolie Sangha in the near future.

13. Recommendations

Based on the analysis and discussions in the earlier chapters, we offer our recommendations in this section.

13.1. Project Design

We recommend a review of the project design on the lines suggested in sections 3 and 4.

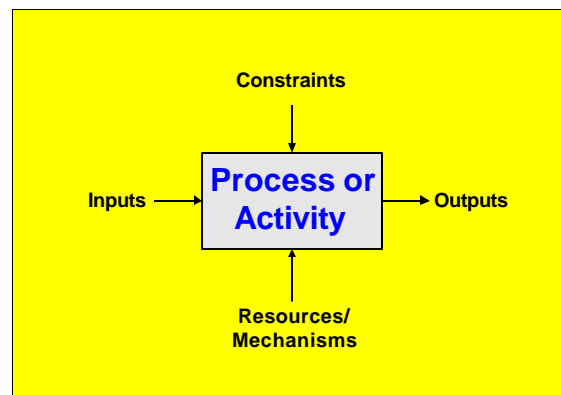
If the problem analysis is acceptable, the objectives analysis would emerge and we could derive the objectives, indicators and means of verification.

Monitoring and Evaluation Information for each objective and how that information requirement will be met is discussed in subsequent sections.

13.1.1. Planning for Results

It is important to remember that indicators are derived from the effects of the project, assuming that our process logic was accurately constructed. This is why impact assessment involves “Effects Monitoring”.

In the achievement of objectives, we are concerned with producing outputs by converting inputs through a process or activity. Please see chart below.



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At an elementary level in planning, inputs are understood as the “men, materials, methods, machines and money” that are required to power the process or activity.

At a slightly more sophisticated level, it is useful to understand “Inputs” as those units, which are transformed through a process into outputs. For example, in our DLDP, we convert marginal land (input) into productive land (output) through the process solution that we have identified.

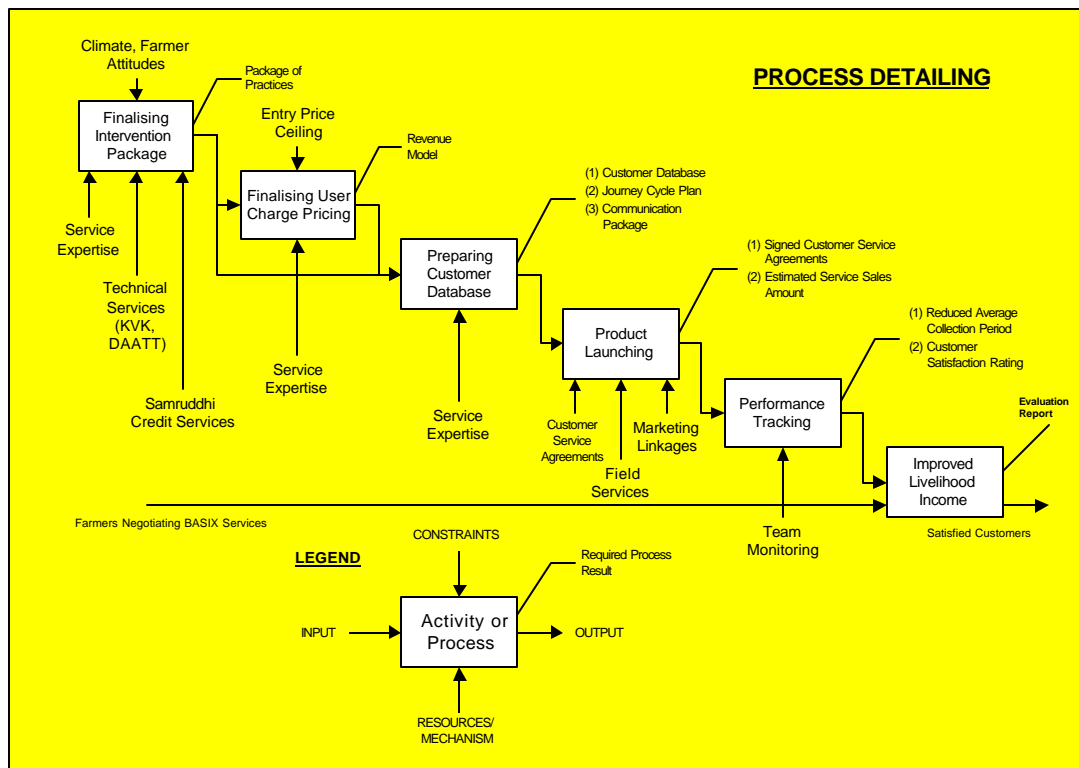
We have several **constraints** on how the process or activity shall be carried out. These include, the climate, timely rainfall and farmer attitudes. Also, Institutional rules created by the Coolie Sangha, eg. “There shall be no caste discrimination”, “Men and women shall be paid equal wages”, “Wages of Rs.12/- shall be paid even if market rates as high as Rs.70/- are available.” These are policy issues and obviously only those who accept the policy will join the programme. It is not necessary to make them objectives. The fact that someone has accepted these constraints is a sign that the policy has been accepted (successful organization/institution building). These constraints can be understood as “Guiding Principles”.

The Agriculturists and Managers from ADATS are not inputs, since they do not get transformed by the process (although we could have a good development argument on this assertion). Similarly, equipment like tractors, jeeps and motorcycles do not get transformed, so they are **resources**.

The next chart (developed for an agency involved in the promotion of livelihoods in Anantapur district of AP) illustrates how this concept is used in process detailing, using the IDEF0¹⁷⁵ convention. IDEF0 is based on work originally done for the USAF under the ICAM Program in the 70's. IDEF1X was developed by Hughes Aircraft under ICAM in the 80's and IDEF was formally endorsed by DoD in 1993 and became FIPS Standard¹⁷⁶.

¹⁷⁵ IDEF0 (Integrated DEFinition for Function Modelling) is a universally accepted documentation system, based on SADT (Structured Analysis Design Technique invented by Douglas T.Ross, first used in USAF 1973 AFCAM Project).

¹⁷⁶ Feldmann, Clarence G., The Practical Guide to Business Process Reengineering Using IDEF0, Dorset House, NY 1998



The result of this process is achieved by converting farmers negotiating services to satisfied customers.

It would be useful for ADATS to examine each of the five project processes:

- 1) Soil and Water Conservation Works (DLDP Plans) Carried out in Coolie Lands
- 2) Coolies implement Technical Advice on Crop Planning
- 3) Community Labour Replaces Family Labour
- 4) Women take decisions in agriculture
- 5) Coolies break out of Over-Dependent Relationship with Landlords

to review and agree on the required process results.

13.1.2. Data Collection

Now we come to the issue of data collection. Data has to be collected for 3524 Coolie families in 130 villages in 22 clusters.

This could pose a formidable and costly problem if we viewed this as a new process. We need to see how this data collection can be effected with minimum cost.

One solution is to make this process piggy-back on existing data collection efforts.

Another solution discussed was to mobilize the educated unemployed children who have had computer skills training to collect the data, with the family as the basic unit.

Such a database can be aggregated for village, cluster and taluk. Identifier variables such as Sex, Age, Caste, Family Size could aid policy analysis and project management.

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13.1.3. Complete Data

The best option would be to collect “Complete Data” for all 3524 Coolie Families, even if it means making estimates and educated guesses. This is how Village Accountants estimate area under cropping, yields, crop failure etc. and send up data to the District Statistical Office.

Data must be collected on a monthly basis and preferably maintained in the Taluk Office. Managers in the Taluk Office can be trained to carry out simple analysis to track their performance.

13.1.4. Sample Data

If complete data collection appears to be too difficult an administrative task, the next satisfactory option is to collect sample data.

We would need to determine a sample design, using either a simple random sample (by extracting a sample of say 350 names from the Chintamani DLDP list of 3524 names using a random procedure. These 350 names could be selected using a proportionate stratified approach, based on all the 130 villages in the list.).

This requires a little technical guidance at the start of the procedure, but can be taken over and sampling can be done on a regular basis by the Chintamani office.

It may be of interest to know that “Samples in the US range from 1500 to 2000 for national surveys, unless minority sub-sampling is involved when larger samples would be used. In the UK, national surveys of housewives’ buying habits are frequently about 2000, and this figure is also relevant for Europe¹⁷⁷”.

13.1.5. Staff Training

Chintamani Taluk Managers can be trained to monitor their programmes and submit Quarterly, Half-Yearly and Annual written reports. With some practice and handholding training support, it should be possible to start with a quarterly report for December 2003.

13.2. Coolie Youth – Diversification

It is most important to at least begin a process of finding openings for educated, skilled youth from Chintamani to earn a living away from dryland agriculture. If the present generation of educated children also have to rely on the same land as their parents, limits to growth will force a return to Coolie wages as the only source of family income.

In the current regime of opening up markets and liberalization, it is not impossible for the price of groundnut, the only cash crop in the dryland belt to crash. Only those farmers who are able to benefit from economies of scale and use capital equipment would be able to benefit in such a scenario.

We recommend a brainstorming session to devise a strategy to develop non-farm employment for educated Coolie children. If three or four ideas could be crystallized, these could be implemented as pilot projects to generate maximum interest among Coolie children.

An expert could be engaged to study local materials, CFTRI technologies and markets.

¹⁷⁷ Ref. Chisnall, Peter M., Marketing Research, Maidenhead, UK, McGraw -Hill, 1986

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13.3. Capital investment

In 3 to 4 years, some of the dryland structures in which the DLDP has invested will require repairs and maintenance. Even if no external funding may be available, it would be wise to plan for upkeep and maintenance of DLDP structures.

13.4. Flexible DLDP

An idea that came up in a few discussions with Coolie members was the “Continuous DLDP” idea. Traditionally DLDP has been done in a 100-day period from February to June each year. During the past two drought years, the Government has been offering relief works with daily wages of Rs.40 to Rs.50. It is worth studying whether DLDP could become more flexible so that the Coolies can maximize their drought period income by participating in Government programmes and working on DLDP during other periods.

TERMS OF REFERENCE

ADATS/SCNZ VASS Chintamani DLDP Evaluation

1. BACKGROUND

This project was initiated in March 2001 with the goal to assist Coolie families in developing their dry lands, and has just been completed.

The immediate goal of this 3 year project was to consolidate subsistence agriculture practices on 6,784 acres of land belonging to 2,738 small and poor peasant families in 99 villages, and bring it on par with mainstream *Ryot* cultivation. The longer term goal of the 3 year effort, and beyond, was to help Member Coolie families move toward Sustainable Land Use Practices

This 3 year project had three objectives:

- Bring Coolie Families into the Mainstream of Peasant Cultivation as Tillers and Cultivators
- Improve Subsistence Cultivation Practices, Promote Off-Farm Ventures & Create a Food Security for the Poor
- Socio-political & Organisational Strengthening

2. PURPOSE OF THIS EVALUATION:

- To assess progress made by the project towards achieving its objectives.
- To suggest future direction.

3. OBJECTIVE:

The Evaluator will assess progress towards achieving the original goals and objectives of the project as set out in the VASS DLDP proposal.

4. KEY TASKS:

- 4.1. The Evaluator will assess the extent to which the project's goals and objectives, as set out in the original proposal, have been met; how they were met; and the behaviours which facilitated achievements.
 - Undertake preliminary assessment of available data, including 2 narrative reports and the budget realisation, to ensure it is adequate for the evaluation, identify any gaps, and request ADATS to provide additional material.
 - Comment on project implementation and monitoring processes.
 - Consult with project beneficiaries using participatory methodologies in order to:
 - Assess the extent to which the project was relevant to the needs and priorities of the target communities.
 - Positive and negative impacts arising from the project.
 - Changes it has brought to Member Coolie families, village CSUs, and the community at large.

- Collect and analyse gender disaggregated data to identify the current roles and involvement of women in the project (at community and organisational level), their control of and access to project resources.
 - Identify the most crucial drawbacks/weaknesses of the project, why they were critical and what effect they had on the project.
- 4.2. The Evaluator will assess whether the rationale for the project was valid and whether the original goals, objectives and activities were relevant from the viewpoint of the beneficiaries, ADATS and the Coolie Sangha
- Assess what mutual advantage has been obtained by ADATS and the Coolie Sangha.
 - Identify the effects on the project of external events/changes and analyse the impact of these external factors (particularly 3 years of continuous drought) on the rationale for the project.
 - Assess whether the processes and outcomes contributed to sustainability, and what factors affected this sustainability.
- 4.3. The Evaluator will recommend appropriate changes to the design of the project to improve its effectiveness and responsiveness, reduce any negative developmental impacts, and promote sustainability. These might include:
- Recommending modifications to the project's design and implementation to improve its effectiveness, development impact, and sustainability.
 - Suggesting changes to the project's objectives or activities which should be considered.
 - Suggesting changes to existing monitoring systems and improved/additional indicators to measure achievement of objectives.
 - Suggesting ways in which the project could be made more cost effective, and any recommendations for change in the financial budget.
 - Recommending whether the project in its current form should be continued or modified.

5. OTHER MATTERS:

- 5.1. It is expected that the methodologies used will incorporate:
- Participatory and inclusive approach.
 - Quantitative and qualitative measures and analysis.
 - Social as well as financial measures.
 - Enabling the local community/project beneficiaries to participate in discussion of the findings, and developing ideas on future directions.
- 5.2. Should these Terms of Reference be silent on any matter considered relevant to the purpose, the Evaluator is expected to carry out all analysis, interviews and investigations relevant to achieving the purpose of this evaluation. Where considered necessary, the Evaluator should consult with the ADATS Core Group.

6. OUTPUTS:

The Evaluator will detail findings of the review on the key tasks listed in 4.1., 4.2. and 4.3. above, setting out the main analyses and recommendations on the project.

A Preliminary Report will be presented on Saturday, 27 September 2003 before the ADATS Core Group and stakeholder representatives, when recommendations will be finalised.

The Final Draft Report will be provided to ADATS by Monday, 29 September 2003 and emailed to SCNZ for their comments and clarifications.

Should SCNZ require any major change/further investigation, Intervention (India) Pvt. Ltd. reserves the right to negotiate a fresh time frame and budget.

7. TIME FRAME:

August 2003		Preparatory discussions between ADATS and Intervention (India) Pvt. Ltd. on the Chintamani DLDP, drought and subsistence agriculture
10 September 2003		Finalisation of ToR
11 to 13 September 2003	3 days	Study of background material by the Coordinator and Research Assistants
14 September 2003	1 day *	Meeting with the ADATS core group at Bagepalli Working meet of Evaluation Team in order to finalise methodology
15 to 19 September 2003	5 days *	Field Visits
20 & 21 September 2003	2 days *	Data Analysis at Bagepalli
23 to 25 September 2003	3 days	Report Writing
27 September 2003	1 day *	Presentation of Preliminary Report – finalisation of recommendations
29 September 2003		Final Draft Evaluation Report to ADATS Email copy to SCNZ
15 October 2003		Last date for incorporating comments and clarifications requested by SCNZ

* Intervention (India) Pvt. Ltd. will charge ADATS only for these days when they actually visit the project area



ADATS/SCNZ VASS
Chintamani DLDP Evaluation
Details of Field Visits and Groups Interviewed

15-23 September 2003

Date	Time	Place	Details
15 Sep 2003	1145 hrs	Chintamani Office	Introductory Meeting with Evaluation Team
	1255 hrs	Muddalapalli	Village Group
16 Sep 2003	1105 hrs	Peddaguttapalli	Village Group
	1406 hrs	Gajilavaapalli	Village Group
18 Sep 2003	1150 hrs	Seethampalli	Village Group
	1442 hrs	Guttupalya	Village Group
19 Sep 2003	1028 hrs	Apsanpalli	Village Group
20 Sep 2003	0910 hrs	Bagepalli	Data Analysis Briefing
22 Sep 2003	1026 hrs	Bommekallu H.C.	Village Group
	1214 hrs	Old ADATS Campus, Chintamani	Youth Group (37 Boys and Girls)
	1507 hrs	Old ADATS Campus, Chintamani	Women's Group (24 Participants)

AJIT MANI
Study Co-ordinator

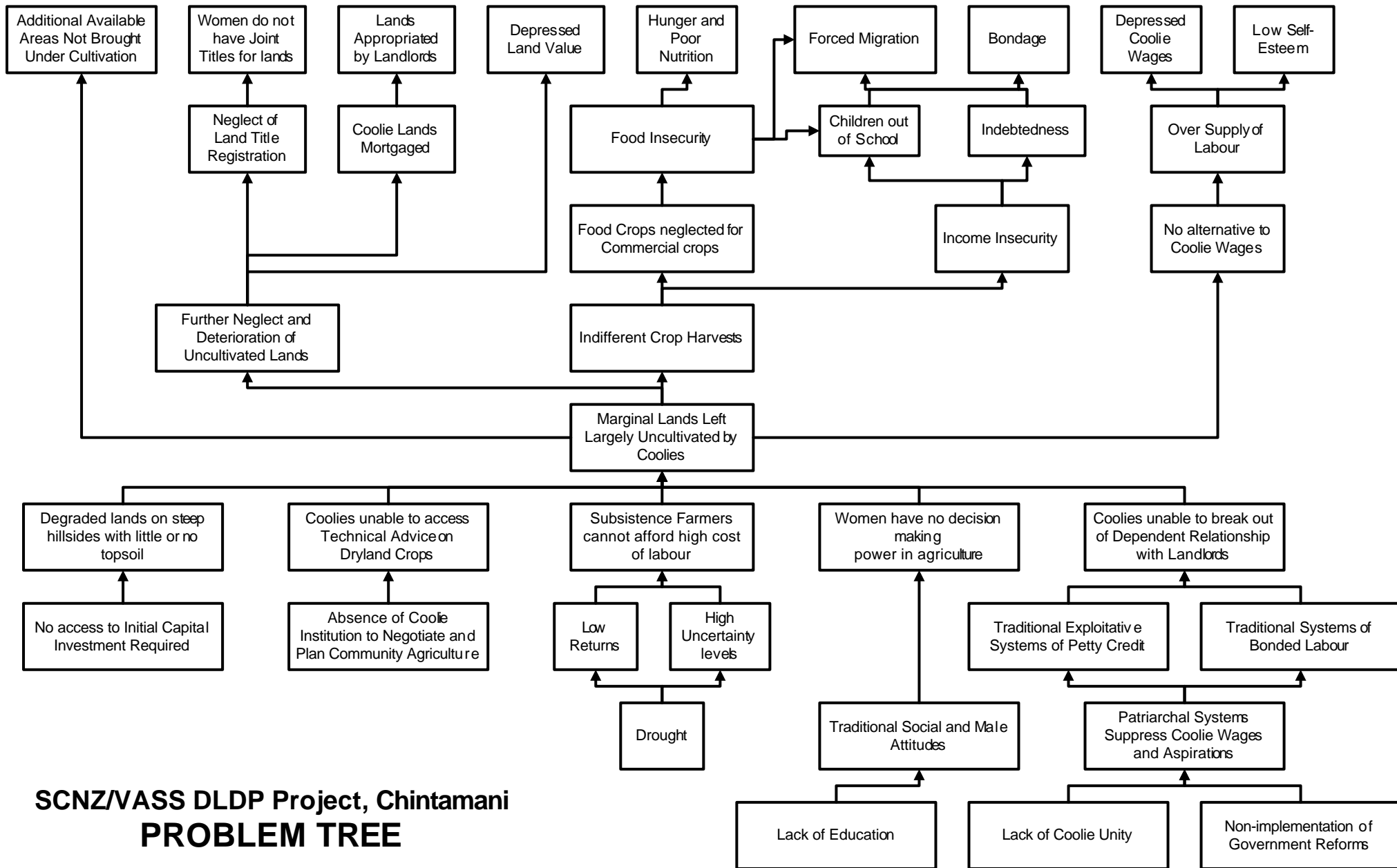


Intervention

APPENDIX-C

Logframe for Chintamani DLDP





**SCNZ/VASS DLDP Project, Chintamani
PROBLEM TREE**

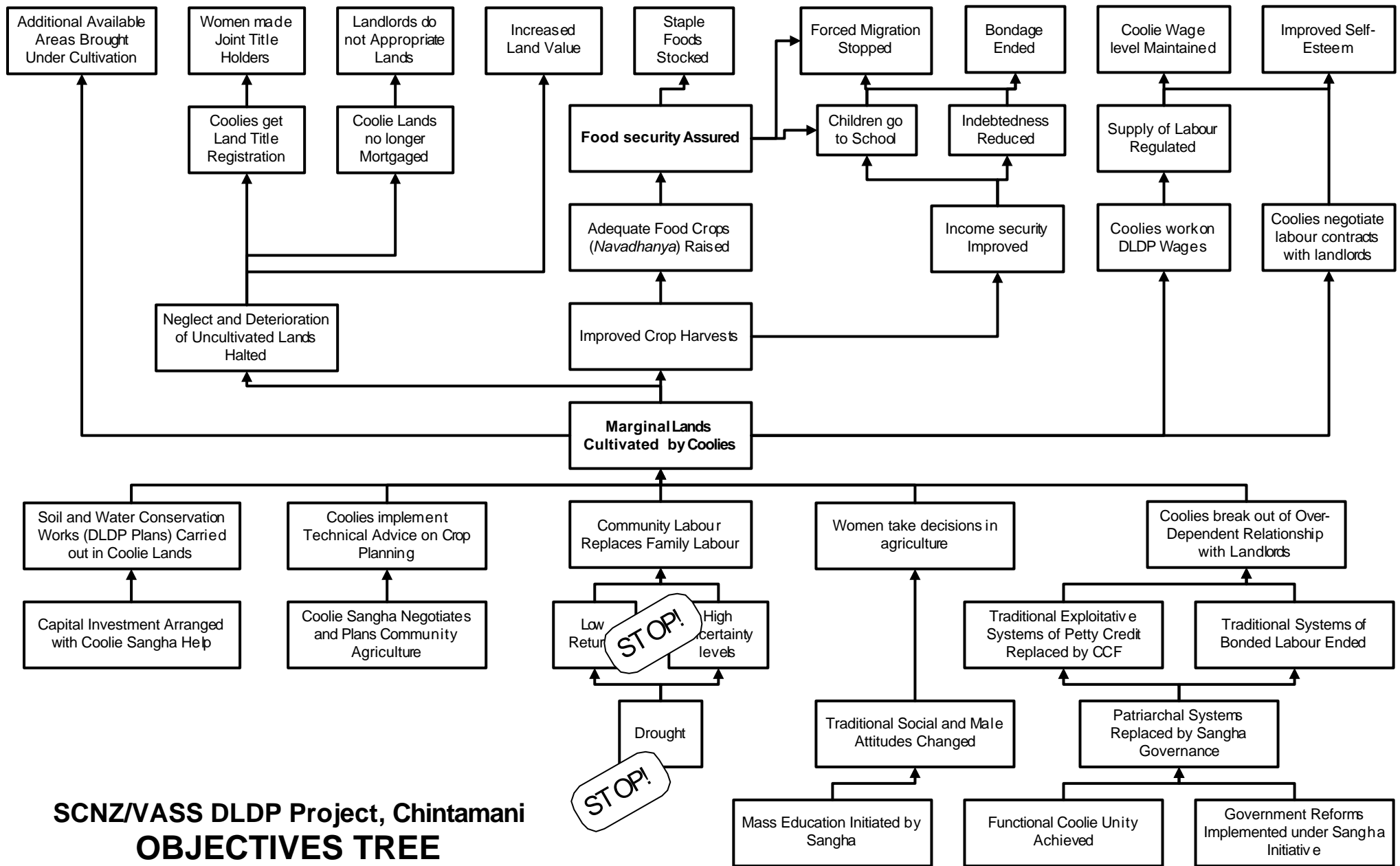


Intervention

APPENDIX-C2

Objectives Tree





**SCNZ/VASS DLDP Project, Chintamani
OBJECTIVES TREE**

Intervention

Project Planning Matrix

PROJECT PLANNING MATRIX

Project Title:	SCNZ/VASS DLDP Project, Chintamani	Issue Status:	Issue No. 1 dtd 27 Sept. 2003, Revision No.1
Study Dates:	15-20 Sep 2003	Revision:	No.1 dtd 13 Oct 2003
Stakeholders:	Village Representatives, Project Administrators	Venue:	ADATS Chintamani Campus
Facilitated by:	Ajit Mani, INTERVENTION (INDIA) PVT. LTD.	Client:	ADATS Bagepalli

NARRATIVE SUMMARY OF OBJECTIVES & ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MoV)	IMPORTANT ASSUMPTIONS & EXTERNAL FACTORS
<u>GOAL</u>			
<input type="checkbox"/> To assure Food Security for Coolie Families of Chintamani	GI.1. Zero cases of Forced Migration from Programme Villages	GI.1.1. Before, During and After Survey GI.1.2. Depth Interviews, Case Studies	GX1.1. It is possible to complete the DLDP Programme as planned
	GI.2. Zero cases of bondage (<i>Jeetha</i>) in Programme Villages	GI.2.1. Before, During and After Survey	
	GI.3. 80% of Coolie Members have Food Stocks for at least one year	GI.3.1. Before, During and After Survey	GX3.1. The 3 year drought does not continue through 2004
<u>PURPOSE</u>			
<input checked="" type="checkbox"/> To cultivate Marginal Lands held by Coolie Members	PI.1. Increased average land holdings of Members	PI1.1. Before, During and After Survey	PX1.1.
	PI.2. Reduction in proportion of landless Coolie Families	PI2.1. Before, During and After Survey	PX2.1.
	PI.3. Reduction in proportion of cultivators without land titles	PI3.1. Before, During and After Survey	PX3.1.
	PI.4. Increase in proportion of lands with Joint Titles (including women's names)	PI4.1. Before, During and After Survey	
	PI.5. Nil lands mortgaged by Coolies to Landlords	PI5.1. Before, During and After Survey	
	PI.6. Increased Value of Coolie Lands	PI6.1. Before, During and After Survey	

<u>PROJECT OUTPUTS</u>					
1. Soil and Water Conservation Works (DLDP Plans) Carried out in Coolie Lands	1.1.	Increase in sowed area as proportion of total land holding	1.1.1.	Project Operations Register	1.1.1.
			1.1.2.		
	1.2.	Increased average production in holdings of Members	1.2.1.	Project Operations Register	1.2.1.
			1.2.2.		
	1.3.	Increase in proportion of Coolie Members Deep Ploughing their Land	1.3.1.	Project Operations Register	1.2.2.
	1.4.	Increased Acreage Covered under Silt Hauling Programme	1.4.1.	Project Operations Register	1.2.3.
2. Coolies implement Technical Advice on Crop Planning	2.1.	Proportion of Coolie Members introduced Multiple Cropping	2.1.1.	Project Operations Register	2.1.1.
	2.2.	Increase in areas brought under horticulture (Mango and Tamarind)	2.2.1.	Project Operations Register	
	2.3.	Increase in stand of Fodder Trees (<i>Pipal</i> or <i>Ficus</i>) in lands owned by Coolie Members	2.3.1.	Project Operations Register	
3. Community Labour Replaces Family Labour	3.1.	Lands prepared in time for sowing as a proportion of lands to be cleared by Community Labour in DLDP Plan	3.1.1.	Project Operations Register	
	3.2.	No. of landless participating in DLDP Community Labour Programme	3.2.1.	Project Operations Register	
	3.3.	Increase in acreage cleared for single women by Sangha	3.3.1.	Project Operations Register	
4. Women take decisions in agriculture	4.1.	Increase in variety of food crops (<i>Navadhanya</i>) grown by Coolie Families	4.1.1.	Project Operations Register	4.1.1.
	4.2.	Increase in proportion of single women managing Coolie Cultivation	4.2.1.	Project Operations Register	4.2.1.
	4.3.	Increase in Mahila Meeting Declarations of Family Income during annual Income Declaration	4.3.1.	Project Operations Register	4.3.1.
5. Coolies break out of Over-Dependent Relationship with Landlords	5.1.	Nil cases of below-market wages paid by landlords in Chintamani DLDP areas	5.1.1.	Cluster Meeting Assessment	
	5.2.	Nil cases of Men and Women NOT getting paid equal wages by <i>ryots</i> in Chintamani DLDP area	5.2.1.	Cluster Meeting Assessment	
	5.3.	Increased use of tractors by <i>ryots</i> for tilling and cultivating their land	5.3.1.	Cluster Meeting Assessment	
	5.4.	No. of <i>ryots</i> admitted to Sangha membership	5.4.1.	Cluster Meeting Assessment	
	5.5.	No. of cases of Coolies negotiated labour contracts	5.5.1.	Cluster Meeting Assessment	
	5.6.	Enhanced Self-Esteem	5.6.1.	Cluster Meeting Assessment	
			5.6.2.	Rosenberg Self-Esteem Scale Measurements	



Intervention

APPENDIX-D

Discussion Guide Meeting with Youth Group on 22 Sep 2003



ADATS/SCNZ VASS
Chintamani DLDP Evaluation
Meeting with Youth Group on 22 Sep 2003

Discussion Guide

PURPOSE

The Purpose of this Discussion is to provide qualitative data to help us understand the values, beliefs, attitudes and behaviour of Coolie Youth with regard to career and life choices in the face of massive changes taking place in the external environment.

RESEARCH ISSUES

There are 6 important issues, which need to be explored through Focus Group Discussions and any other form of direct or indirect unstructured research method These issues are:

- 1) The participants' perception of the traditional Coolie way of life and its relevance in the modern world
- 2) The participants' perception of opportunities open to them including agriculture
- 3) What important skills and attitudes are required to enter urban job markets? The role of education
- 4) What are the participants' views about business and trade?
 - a) Traditional off-farm occupations
 - b) Non farm occupations
 - c) Professionally managed businesses in which shares are owned by Coolies
- 5) Attitudes to Politics and Leadership roles that could be played by the youth
- 6) Opportunities open to Women – attitudes to jobs, businesses, marriage and childbearing – reproductive health

APPROACH

Encourage spontaneous participation and give a respectful hearing to every input.

Avoid lengthy discussions on minor issues. You can always check details with key informants, as long as you get the basic information pertaining to each issue.

You might find one or two individuals hogging the show. You need to intervene to ask silent parties their opinions. Watch out for non-verbal communications, which will give you clues about statements being made. If the discussion goes off track, nudge it back gently without appearing rude or authoritarian.

AJIT MANI
Study Co-ordinator



Intervention

APPENDIX-E

Short Notes on Self-Esteem



SHORT NOTES ON SELF ESTEEM

Self Esteem refers to an individual's sense of his or her value or worth, or the extent to which a person values, approves of, appreciates, prizes, or likes him or herself (Blascovich & Tomaka, 1991). The most broad and frequently cited definition of self-esteem within psychology is Rosenberg's (1965), who described it as a favorable or unfavorable attitude toward the self (p. 15).

Self-esteem is generally considered the evaluative component of the self-concept, a broader representation of the self that includes cognitive and behavioral aspects as well as evaluative or affective ones

The Rosenberg Self-Esteem Scale (1965)

Among the most popular and well-utilized measures of self-esteem are the Rosenberg Self-Esteem Scale (1965) and the Coopersmith Self-Esteem Inventory (1967/1981). Rosenberg's scale was originally developed to measure adolescents' global feelings of self-worth or self-acceptance, and is generally considered the standard against which other measures of self-esteem are compared. It includes 10 items that are usually scored using a four-point response ranging from strongly disagree to strongly agree. The items are face valid, and the scale is short and easy and fast to administer. Extensive and acceptable reliability (internal consistency and test-retest) and validity (convergent and discriminant) information exists for the Rosenberg Self-Esteem Scale (see Blascovich & Tomaka, 1991).

Limitations of the Rosenberg Self-Esteem Scale

Perhaps the biggest limitation of all measures of self-esteem is their susceptibility to socially desirable responding. Most measures are self-report, and it is difficult to obtain non-self-report measures of such a personal and subjective construct. Also, scores tend to be skewed toward high self-esteem, with even the lowest scorers on most tests scoring above the mean and exhibiting fairly high levels of self-esteem. As Blascovich and Tomaka (1991, p. 123) note, however, "an individual who fails to endorse Self-Esteem Scale items at least moderately is probably clinically depressed," suggesting that even the restricted range of self-esteem scores is useful among -- and representative of -- non-depressed individuals. Finally, the Coopersmith Self-Esteem Inventory has been criticized for lack of a stable factor structure (Blascovich & Tomaka, 1991).

In our study, we may find that the scores are skewed towards low self-esteem, because respondents may think that is how poor people should present themselves if they are to secure "benefits" for themselves.

Application

Intervention (India) Pvt. Ltd. first experimented with the Rosenberg Self-Esteem Scale during 1999-2001 while working with Slum dwellers in the City Corporation of Mysore and the Town Municipal Corporations of Channapatna, Ramanagaram and Tumkur as part of the Benefit Monitoring and Evaluation Programme of the Karnataka Urban Infrastructure Development Project (KUIDP), under ADB's Loan No. 1415-IND.

The methodology was applied with greater understanding and self-confidence in the 14 districts of Kerala State during 2001-2002 as part of the Participatory Poverty Assessment (PPA) in Kerala State (ADB's TA 3485-IND).