



INTERVENTION (INDIA) PVT. LTD.

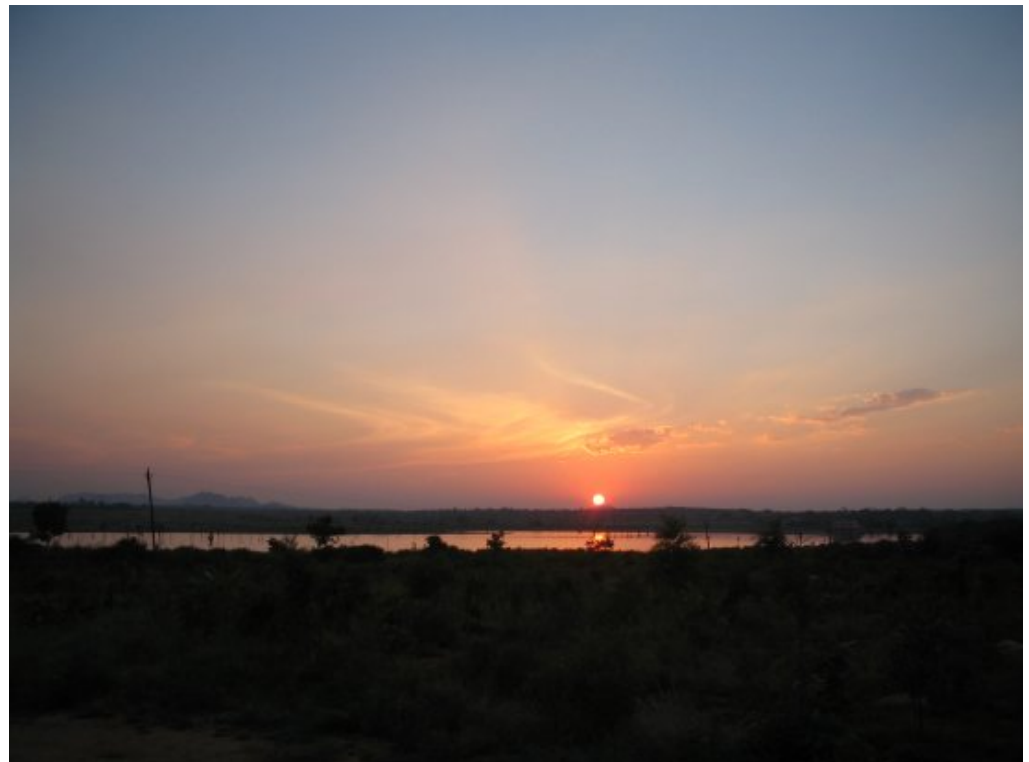
TF-1, "Little Pearls", 18 Lewis Road, Bangalore 560 084

Workshop for M&E EFFECTS MONITORING

ADATS, Bagepalli
12-13 May 2008

Workshop Documentation Report

The objective of the workshop was to review the existing Effects Monitoring process to understand what changes in approach might be required to elicit useful customer responses.



This review was in preparation for the 5th Effects Monitoring Programme which is to commence during May 2008.

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1. Introduction

This Report documents the process details of a workshop held on 12th and 13th May 2008 at ADATS, Bagepalli, Kolar District, Karnataka 561 207.

The objective of the workshop was to review the existing Effects Monitoring process to understand what changes in approach might be required to elicit useful customer responses.

This review was in preparation for the 5th Effects Monitoring Programme which is to commence during May 2008.

2. The Problem

At present, Effect Monitoring is carried out in the best traditions of participation in an open session, supported by data maintained by ADATS.

While there are many data-based indicators which do not require validation, it was noticed that whenever an assessment was called for, the open session of Coolie Sangha members tended to give a single response without any debate or difference of opinion.

This unanimity apparently arises largely from a Coolie Sangha habit of speaking with one voice on any issue.

Although this habit has its undeniable merits in political processes, it could affect the research process used to collect qualitative performance information including assessments, preference, likelihoods etc.

3. Workshop Process

The Workshop was attended by Staff and Functionaries of the BCS, including several newly recruited staff. The facilitator kept notes on an improvised flip-chart. These notes are attached as appendices and represent the exact notes taken at the workshop.

3.1. Proceedings of 12 May 2008

Please see APPENDIX-A for notes on the workshop process for the first day, 12 May 2008.

The facilitator used a standard Monitoring & Evaluation Plan format (which lists the Objective, Indicator, Research Question and Methodology) as a device for generating a discussion on the various indicators and identifying the areas which presented difficulties for participant responses.

After the 1220 hrs to 1238 hrs break, the M&E Plan format was abandoned and notes were made on the discussions on each Effects Indicator.

The need for another opinion gathering tool was expressed, as “people tend to give socially acceptable opinions, never reporting negative perceptions”.

One of the solutions suggested was the “Secret Ballot” which “...was considered to be a good means of getting individual opinions on satisfaction with various issues.

Definitions and the REAL meaning of the words in which Effects Indicators had been packaged were questioned and debated.

It was noted that vast changes had taken place in the business environment of the Coolie Sangha which demanded changes in Strategies and Tactics. For example, the Employment Guarantee Act had shifted attention previously focused on the DLDP. It was felt that the DLDP can now be dropped from monitoring.



An interesting discussion centred on “an empowered Staff/Functionary”. In addition to the task of reviewing the indicators ahead of the 5th Effects Monitoring, it was an opportunity for the Project Director to communicate the current required profile of a staff member.

Some of the difficulties experienced with Indicators were discussed and clarified. Four new indicators were agreed upon to measure Coolie Women’s Health.

Data collection continues to be a problem with staff and functionaries reporting cumulative data rather than data for a specific period.

3.2. Proceedings of 13 May 2008

One of the important issues discussed on 13 May 2008 (Please see APPENDIX-B) was the question of attracting staff to the organisation. Salary expectations are very high now and attracting professionals in urban locations to come and work in the Mofussil is extremely difficult. City bred staff use employment at an organisation like ADATS as a temporary job and have been observed to be afraid of political empowerment actions.

ADATS now has more SC/ST staff and it seems the “middle castes” are not joining.

As a result of staff shortage, ADATS now has only 11 full teams although the organisation requires 16 teams of 3 persons per team.





Intervention

APPENDIX-A

ADATS, Bagepalli

Proceedings of 12 May 2008

Workshop for M&E - Effects Monitoring

1045 hrs on 12 May 2008

M&E Plan for 5th Effects Monitoring Programme

OBJECTIVE	INDICATOR	RESEARCH QUESTION	METHODOLOGY
A. Experience of upper-caste manipulations ended	A1. Harijan School Cooks at Village Functions	a) Yes or No? b) Numbers	a) Cluster Review Meeting Minutes b) as above
		c) Any incidents? d) Attribution? Because of us or Government Policy? e) SC/ST is a large category. Are Malas and Madigas (Harijans) being called to cook? f) Any cases where they are called to upper caste houses?	c) Case Study Notes: <i>We love to talk about what happened in the past and tell old stories. Not sharply focused on indicators</i>
	A2. Cases of Inter-caste marriage	a) What is "inter-caste"? b) Data for one year only required. Not cumulative data for 2 years	Notes: <i>The main issue of interest is that the Lower Castes are no longer scared and the Upper Castes are no longer as ashamed as they used to be about inter-caste marriages.</i>
	A3. Coolie Youth entering skill-based jobs	a) Data for past 12 months required, not Cumulative Data b) Frequently we get data of 2 years or more	Notes: <i>Caste-ascribed occupations have all but disappeared Effects Monitoring is for the Community, not for ADATS staff or the donors. It is a tool for learning.</i>
	A4. Sangha Coolie Women and Coolie Widows setting up petty businesses	a) Data for past 12 months required, not Cumulative Data b) Frequently we get data of 2 years or more	
<p>Notes: <i>This indicator on Upper Caste Manipulations is still relevant because Sanghas are in different stages of growth and development. Surrounding villages still experience the problem and new entrants will have to report on their experience. Admittedly Caste Manipulations is no longer a high priority issue.</i></p> <ul style="list-style-type: none"> ▪ <i>Effects Monitoring Review should be preceded by Lessons learnt, which must come from community members</i> ▪ <i>Use year-wise data not cumulative data (THIS YEAR + PREV YEAR = TODATE – EXITS LAST YEAR = NET THIS YEAR)</i> ▪ <i>Primary Stakeholders must reflect and learn from monitoring</i> ▪ <i>Notes on performance against each objective should be preceded by a "Commentary" that provides the context and general conclusions</i> ▪ <i>Results must be sustainable. Otherwise they are not results.</i> 			

- *In Venkatapuram Cluster, Sangha Members are all Reddys (Forward Castes), although they were all Bonded Labour. In their case, "Upper Caste Manipulation" would not apply. It is observed that such Members who are themselves Upper Caste and have been bonded, identification with the poor and Bonded Labour is very strong.*

1220 hrs to 1238 hrs: Break

B. STATE WELFARE RESOURCES ACCESSED

- CD& S Surveys have not been regular.
 - This is partly due to the "galata" regarding Sangha Tax, followed by
 - the run up to the Elections
 - Lack of staff – Existing staff preoccupied with Biogas, CDM etc. which have emerged as new priorities
 - New Cadres VLWs. Will take at least 6 months to learn
- Issues & Struggles
- Water and Sanitation – a good indicator for health, should be considered for regular monitoring
- Need another tool for gathering opinions as people tend to give socially acceptable opinions, never reporting negative perceptions
- Secret ballot was considered to be a good means of getting individual opinions on satisfaction with various issues. It is important for the community to be familiar with this mechanism.

C. FAMILY & SOCIAL DEVELOPMENT DELIVERED BY COOLIE WOMEN

- What does this mean?
- Are women controlling their families? Empowerment. Sangha Control.
- Are women exercising VETO POWER?
- What about WOMEN'S FUND?
- Indicators are 100% wrong. Sex-ascribed rote-roles are over-emphasised
- Some indicators which are likely to be useful:
 - Cases of women incapacitated for 1 month or more due to bad health
 - Cases of women (No. of days) who were unable to cook and feed their families
 - Cases of women who were unable to support daughters' marriages in choice/age
 - Cases of women who have no say in family investments/expenditure

The last two are indicators of effective Mahila Meetings (Process Indicators)

1530 hrs on 12 May 2008

D. SOCIAL CHANGE ACTIVELY INTRODUCED BY COOLIE YOUTH

Notes: *Discussions on the indicators pertaining to this Project Output will be deferred till the Youth Workshop*

E. DIVERSIFIED INCOME FLOWS ESTABLISHED

- Whenever loan is mentioned, loan date should be shown in the Cluster Review Meet, to make sure it is for that year and not a cumulative figure

F: COOLIE LANDS SYSTEMATICALLY CONSERVED & CULTIVATED

- DLDP has been discontinued because of EGA
- So DLDP should be dropped from monitoring
- EGA has not yet been launched

G: COOLIES UNITED ACROSS ALL DIVIDES

- G1: In Effects Monitoring, give reasons for changes – Membership: Has Sangha got committed membership?
- G2: Sangha Fund – what is the community satisfaction with this indicator?
- G3: Positive Leadership Continuity. Work on this using exercises
- G4: Harijans contesting General Seats and
- G5: Women contesting General Seats –Monitoring with opinions from wider segment
- G4 & G5: Quality of candidates contesting elections including Harijans and Women

H: STAFF & FUNCTIONARIES EMPOWERED TO DELIVER RESULTS

Who is an empowered Staff/Functionary?

- One who can take Visitors around the project without special instructions
- One who is secular in family
- One who shares, discusses and questions
- One who takes independent decisions
- No examples, no showcasing
- Love and intimate knowledge of Community and families

Such staff would be highly motivated (enthusiastic, interested) and active leaders who are confident of what they do. They would thus inspire confidence and be taken seriously by people because they

are reliable. They wouldn't wait for instructions and be good at multi-tasking. Their integrity would be unquestioned and would be capable of undertaking independent initiatives. They would be able to substantiate their arguments and most of all, be capable of producing time-bound results.

1754 hrs on 12 May 2008

DIFFICULTIES WITH INDICATORS

A1. Harijan School Cooks called to cook at Functions. The Mid-day Meal Scheme has produced new skills. No problem with this Indicator

A2. Intercaste Marriage: Definition of caste required. Sub-castes etc. Number of marriages with public contribution

A3. Coolie youth entering skill-based jobs –Time line to be strictly from Effects monitoring to Effects Monitoring. Approximately May to May. Proportions where numerator is the number of Intercaste Marriage and denominator is total number of marriages should be accurate enough.

A4. Single Coolie Women and Coolie Widows – Petty Businesses – Business Enterprise should be distinguished from Livelihood Activities – Time line continues to be a concern

B1 & B2 Rent-free Welfare Resources – EGA to be monitored

C1: Domestic Violence. Victims don't give data. VLW or WC Member or Balkendra Teacher. More suicides due to mental torture rather than physical torture. More details of divorce or separation required. "A Man who beats his wife will never stop being his wife" (Rathnamma)

C2: Coolie Women's Health – This is an activity (4 new indicators)

- Cases of women incapacitated for 1 month or more due to bad health
- Cases of women (No. of days) who were unable to cook and feed their families
- Cases of women who were unable to support daughters' marriages in choice/age
- Cases of women who have no say in family investments/expenditure

C3: Children's Health – Activity (See Water & Sanitation under state resources)

C4: Schooling is an activity

C5: Early Marriages

C6: Mahila Meeting

D: To be discussed at Youth Workshop

E1: Self Employment Units – The data presented appears to be unreliable

E2: See A4

E3: Cumulative Reports – Need to be disaggregated

E4 to E6 Data

E7: Increase in numbers and average size of mainstream financial resources. Mix of cumulative and current data

E8: Well documented

Workshop closed at 1900 hrs on 12 May 2008



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APPENDIX-B

ADATS, Bagepalli

Proceedings of 13 May 2008

Workshop for M&E - Effects Monitoring

1005 hrs on 13 May 2008

M&E Plan for 5th Effects Monitoring Programme – Continued:

F. 66,533 ACRES OF COOLIE LANDS SYSTEMATICALLY CONSERVED AND CULTIVATED

F1: Average Income ↑ (Incomes declared for 2007: Database → Baseline

F2: Average Value of Land ↑ (Wealth)

- No. of families sold land
- No. of families negotiating/negotiated land sales
- Does land really provide security?
- Those who are selling lands are those planning a future that has nothing to do with Bagepalli

F3: Food Crops Average ↑

If F1, F2 and F3 are done well we will know whether it will be realistic to do ARCDM i.e. Will horticulture project be successful?

G. COOLIES UNITED ACROSS ALL DIVIDES

G1. Membership ↑ (Beyond tax membership. Eg. Kothurpalli, Gunthurpalli)

G2. Sangha Funds ↑ (Why do some functionaries pay from their pockets to cover up for defaulters??)

G3. Leadership continuity – which sanghas dropped out due to overdependence on one person?

G4. Unified Political Action

G5. Harijans contest for General Seats – Because of reservation, high quality candidates are not contesting

G6. Women in Gen Seats

1143 hrs on 13 May 2008

H. Employees

“We are ready to welcome external staff. But they don’t stay. That’s a problem. People come with their own agenda. They have only book knowledge. They are interested to acquire practical work experience and have their eyes on salaries and outside jobs. Takes a long time to understand organisation culture. They get frightened of political empowerment actions because they are essentially social workers. They want 10 to 5 jobs, Monday to Friday.

Can’t get good Mahila Trainers. Salary expectations are a major problem and we have to work under this constraint. These days even cooks expect Rs.12,000 per month.

Regardless of whether all the posts in the team are filled or not, we get the job done. New staff is learning on the job.

We find we have more and more SC/ST staff. Less middle castes are joining.

We have our shortcomings. We are able to share only half of the knowledge we acquire here.

Team problems including sexual exploitation cause team members to leave.

We need 16 teams of 3 persons per team. We have only 11 full teams at present.

CAPACITY BUILDING

Continue what we have been doing for the past 8 years.

Training is feasible only if we have full teams

Create another cadre for technical tasks like biogas, all kinds of loans to track utilisation

Present team members will function as political bosses of these technical staff.