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P R E F A C E

In light of the great demand on Title II Food Resources because of the world economic order and the grave situation which now threatens the lives of millions of African through starvation, it is incumbent upon CRS to ensure that the resources which we receive to support our activities here in India, are utilised effectively. Not only do we have a moral obligation in this regard, but failure to accept this responsibility will, in effect, mean that this precious resource will be redirected elsewhere.

I am sure that we are all aware of the tremendous impact our program is having here in India. It is an effort in which we can all be extremely proud. As such, we want this resource to continue to benefit the poor and needy of India.

We have recently taken steps to upgrade our MCH Program. Through targetting initiatives and the enhancement of our nutrition education component, we will be reaching the neediest of mothers and children. This effort will result in a more positive consideration of our AER requests for continued food support of the MCH Program.

In addition to the above, we have initiated efforts to upgrade our FFW Program. Eleven separate evaluations have been undertaken and the results, thus compiled from the 9 completed reports, are very positive. This evaluation will, therefore, justify to our donors the need for continuing the resources for several years. However, it is not practical to conduct an evaluation of the program every three years or so. Ideally, CRS should have an in-built system in the program itself which will, in effect, be an ongoing evaluation. This objective, we hope, will evolve from the feed-back we have received from the four CRS Zonal FFW Workshops and the eight consignee workshops in the field. Regarding the former, attached please find a copy of the summary report on each of the four Zonal FFW Workshops. I am sure you will find interesting the views expressed by the other zones on the proposed monitoring and evaluation system.

Support for the MCH and FFW Program of CRS in India represents approximately 85% of our food resources. Our initiatives to upgrade these two efforts will certainly impress upon our donors our concern to upgrade the CRS operation here in India. This will go a long way in helping to ensure that this valuable recourse continues.

In closing, I want to thank USAID for making this effort possible. We also want to thank ACORD for its valuable inputs which made this PHASE II component a big success. Also, a big thanks to each of you for your support and valuable inputs.



Terrence M. Kirch
Program Director

BOMBAY ZONAL FFW WORKSHOP

SEPTEMBER 13-15, 1983

PARTICIPANTS:

- | | | |
|----------------------------|---|---------------------|
| 1. Mr. Michael E. McDonald | - | Zonal Director |
| 2. Mr. E. D'Souza | - | Zonal Administrator |
| 3. Mr. E. Soans | - | Program Reviewer |
| 4. Mr. Jose P. M. | - | FFW Evaluator |
| 5. Mr. Victor Bansiwar | - | Field Reviewer |
| 6. Mr. John Vaz Prabhu | - | Field Reviewer |
| 7. Mr. Adam Khan | - | Field Reviewer |
| 8. Mr. M. Estibero | - | Field Reviewer |
| 9. Mr. Balasubramanayam | - | Port Clerk |
| 10. Fr. Thomas Kunnappally | - | Consignee |
| 11. Fr. Albert Savaille | - | Consignee |

FIRST DAY

The purpose of the workshop was introduced by giving a brief historical perspective of the need for a FFW development impact study. The 1979 Community System Foundation Report on the Title II Program reported the need to assess impact and successful Phase I Asset and Recipient Profile Studies followed. Given the current situation, it would be the best use of time during the workshops to further develop the system developed by Dr. Drake which was intended to assess impact of the FFW projects. Therefore the purpose of the FFW workshop would be to review, analyses, modify if necessary and improve upon the draft 'Project Management Monitoring and Evaluation System' as suggested by Dr. Drake, and the team consisting CRS, ACORD and USAID personnel; including inputs gathered in relation to the system during the pilot workshop.

Hopefully, after field testing, it would be possible to integrate into the CRS FFW system a simplified means to obtain development plans and achievements. The long term hope of CRS for FFW would be that we emphasize development and design a mean to express the actual developmental success that is taking place. This would be used in FFW management by the CRS Zones, Headquarters and hopefully by the consignees and project holders. It would also provide CRS with data which could be presented to USAID to defend the program.

The next session was an introduction to Dr. Drake's system using both a pictorial and excerpts from the report of Dr. Drake. After a brief description, the participants were divided into two groups and the aspects of Dr. Drake's system were reviewed. Both groups recommended that the project beneficiaries should be interviewed by the representative in the presence of the project holder. This was to emphasize that the analytical instrument is a tool to promote dialogue. One group believed that the information would be useful to the project holder in project formulation and monitoring. They also saw use for the information at zonal and headquarters level. The other group believed that the system was an improvement over the earlier commodity accountability emphasis. They did have some reservations about providing information unnecessarily to USAID, if audit objections would occur.

The morning session concluded with some clarifications about what was the development about which we were talking. There was some sharing of ideas about development. From the discussion it was clear that all aspects of human development were to be included. Briefly the idea of an indicator for development was discussed. It was seen as a type of "pointer" of development. An indicator should be non-subjective to the extent possible, so that any two people could agree to its existence.

In the afternoon session the group started Measuring Economic Benefits. It began with the three small groups being given the task of exploring how economic development could be measured for each of two project types.

The results were as below:

Bunding	- Increased Yield - Better Cropping - Increased Productivity		All leading to increased Income to Beneficiaries.
Irrigation Well	- Increase in Cropping Frequency - Increase in Yield/Acre - Change in Cropping pattern.		All leading to increased Income to beneficiaries.
Land Levelling	- Increased Yield/Acre - Change in Cropping Pattern.		All leading to increased Income to beneficiaries.

Road Construction	<ul style="list-style-type: none"> - Increased income by sale of Farmer Products. - Increase in No. of vehicles plying on Road. - Increases in No. of vehicles plying on Road. - Increase in No. of persons bringing weekly produce to market. - Increase in children attending School - Increases in Panchayat Revenue/Road Tax. 	Difficult to identify in terms of specific number of beneficiaries.
Low Cost Housing	<ul style="list-style-type: none"> - No. of House Constructed - Saving of rental - Increase in Employment Mandays - Value of Food Storage Facilities - Increased Income thru' ability to maintain livestock & Poultry 	Except for the first item worth considering as items that contribute to increased income although it may be examined whether the four types of economic gains are comparable to the value of asset created.
Irrigation Tank/Dam	<ul style="list-style-type: none"> - Quantity of Fallow land brought under cultivation. - Additional Crop Yield - Maintenance of High water Table - Increased in Yield per acre - Increased in Income due to Fish Yield 	

Then the same groups were given a broad guideline sheet which used the headings developed by Dr. Drake to assess economic impact. These sheets were used to prompt group thought

about the type of information which would be required to study economic development. After working on this for some time, the full instruments as designed by Dr. Drake were circulated to each group for further comparison and suggestion. The last ten minutes of the day were spent in review and evaluation. The general impression was that the thinking in terms of development impact was welcome and the efforts would prove fruitful. The participants also voiced the need to have as many materials as possible prior to the sessions. One participant also commented that the discussion of the pictorial of Dr. Drake's system had used up too much time.

SECOND DAY

The second day began with a report from the small groups about how Dr. Drake's forms could be improved. The comments were:

A. BACKGROUND INFORMATION:

- Additional space should be provided for including:
Self Owned/Tenant
Upland/Downland
- Land Status of Beneficiary _____
(Acreage)
Cultivable/Non-cultivable
- Other occupation(s) of Beneficiary

B. FOOD FOR WORK PROJECT DESCRIPTION:

- The line mentioning "Brief Description of FFW Project" should be extended to read "Brief Description of FFW Project with reference to Beneficiary"
- The total FFW Project Value should also reflect the estimated maintenance cost for the life of the project if it is to be used for calculating ratios in Section F.
- Inputs should be differentiated into three categories i.e. FFW Component, Contribution by Beneficiary himself & Others which are meant to include Funds from Donor Agencies, Banks, etc.
- The "FFW" may be removed from item (g) as it reflects "TOTAL PROJECT VALUE".

- An item (h) may be included "Percentage Contribution by each component:

FFW _____%, Beneficiary _____%, Others _____%

C. YEARLY CHANGE IN YIELD DERIVED FROM FFW:

- The title should read Yearly Change in "AGRICULTURAL Yield derived from FFW".
- The information of Yield before and after FFW could be tabulated differently as follows:

Crop/Season	Cultivable Area	Yield/Acre	Market Value	Total
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TOTAL YEARLY MKT VALUE BEFORE.....Rs. _____

The next session took a shift from economic to non-economic development. Participants were asked to list all of the types of non-economic development which they could think of which were benefits from FFW. The list which they recalled is as follows:

D. NON-ECONOMIC BENEFITS:

- Civic Consciousness
- Better Sanitation/Environment
- Feeling of Awareness
- Acquisition of Technical skills
- Togetherness/Unity
- Better Farming Practices
- Better Living Conditions
- Reduced Indebtedness
- Improved Opportunities for Alternative Occupation
- Increased Literacy
- Acquisition of Banking Rates
- Better Storage/Preservation Facilities
- Self Reliance

- Removal of Social Evils
- Participation in Group Activities
- Health Improvement
- Better Wage Rates
- National Integration
- Disease Eradication
- Decentralisation of Decision Making
- Change in Food Habit
- Reduced Migration to Urban areas
- Better Communication
- More Job Opportunities
- Emergency Cooperatives
- Reduced Birth Rate
- Political Consciousness
- Reduced Infant Mortality
- Better Wage Rates

Then there was again a division into small groups in which each group was given task of selecting areas of impact and, if possible, indicators for a number of project types. Under each project type there was a division by type of development, i.e. social, personal, civic health etc. Each group presented its list and discussion took place between what an area of development was and how an indicator differed from it. During the presentation of the first group, it was pointed out whenever indicators were not very specific then further refinement was required. There was some general dissatisfaction among the participants that indicators had not been specifically requested of the group.

A summary of the results of all groups is produced below:

AREA	OUTCOMES	INDICATORS
Social	Community Participation	- Involved in offering voluntary labour, Identifying need Selecting site and Following up with Officials.
	Decision Making	- Formation of community organisation
	Eradiation of Casteism	- Increased incidence of caste interaction and use of facilities
	Feeling of Security	- NIL

	Mutual Co-operation	- NIL
	Frequency of Asset/ Service Usage	- NIL
	Reduction in Land Disputes	- NIL
	Increase in Job opportunities	- NIL
	Increased Social Contact for Women	- NIL
	Time saved due to easier availability of Asset	- NIL
	Improved Employment practices.	- NIL
Health	Availability/ Usage of clean Water	- NIL
	Availability/Usage of Nutritious Foods	- Existence of Kitchen Gardens - Increased per capita availability of food
	Reduction of Skin/ Water-borne Disease	- NIL
	Change of Food Habits	- NIL
	Awareness/Access to increased Medical Services	- Use of Preventive Medicine - Percentage income used on Medical Care
	Improved Physical Health	- No. of cases of ill. health reported - Participation in organised Physical Fitness Activities.
	Improved Health/Yield of Livestock	- NIL

Civic	Awareness of Civic/ Political Rights	<ul style="list-style-type: none"> - Increased Readers of Newspapers - Increased Attendance Hearing Radio Programmes - Evidence of People's candidates Supported for Panchayat/Local Body Elections. - Removal of incompetent official due to group pressure.
Educa- tional	Increase in Literacy Rate	<ul style="list-style-type: none"> - Increased School Attendance - Decrease in drop outs
	Increase in Vocational skills	<ul style="list-style-type: none"> - No. of people trained
	Availability of Educational Facilities	<ul style="list-style-type: none"> - Increase school admission
	Increased awareness of ecology & environment	<ul style="list-style-type: none"> - NIL
	Adoption of better Farming Practices -	<ul style="list-style-type: none"> - NIL
Personal	Provision of living with greater dignity	<ul style="list-style-type: none"> - Change in clothing and eating habits.
	Improved Status	<ul style="list-style-type: none"> - NIL
	Improved quality of personal belongings	<ul style="list-style-type: none"> - NIL
	Less sense of isolation	<ul style="list-style-type: none"> - NIL
	Increased participation in Fairs/Melas & Socio Cultural Activities	<ul style="list-style-type: none"> - NIL
	Improved Self confidence	<ul style="list-style-type: none"> - NIL

Non	Reduced Indebtedness	- NIL
Moneti-		
sable	Pride in Maintenance/	- NIL
Economic	improvement of assets	
Benefits		

The group then distinguished the 17 different project types according to the analytical instrument which would be most appropriate. The findings were as follows:

	FIIA	AEA
1. Low Cost Housing		-/
2. New Irrigation Wells	-/	-/
3. School/Community Centre		-/
4. Drinking water wells		-/
5. Fisheries	-/	-/
6. Bridges	-/	-/
7. Land Levelling	-/	
8. Tanks/Dams	-/	
9. Roads	-/	-/
10. Bunds	-/	
11. Irrigation wells deepened	-/	
12. Irrigation canal	-/	
13. Pasture & Forage Development	-/	
14. Bench Terracing	-/	
15. Re-forestation	-/	
16. Drains & Ditches	-/	-/

Then there was a discussion on case study requirement possibilities of its use. This was presented as a complementary way of studying development impact for both economic and non-economic items. One participant suggested that such concepts as the process followed by the project holder be included in the case study. The question of who would do the case study and when was raised but not finally answered.

Suggestion by the participants of Bombay Zonal workshop on preparation of case study.

1. The case studies may be prepared by the Food For Work evaluator in the zonal office.
2. The studies may be prepared on an on-going basis.
3. A minimum of five studies may be prepared every year by each zone.

4. In the nature of the study only project wise description may be given and not beneficiary wise and consignee wise.
5. It may help to take some successful and some not very successful projects for the case study. This will help CRS understand the detrimants to the project and also to have a comparative picture, which will make the learning enriching.

Then there was a brief review of the day's activities. Participants believed that the morning session had been tiring but that a lot had been accomplished. They voiced the need for another course if they would be required to use these formats.

There was a general belief that some time had been wasted since the facilitators had not made it clear that indicators of a very specific nature were expected from the group. Prior instructions were lacking. Participants felt that more guidance was required from facilitators. One person stated that FFW was better understood through this workshop.

THIRD DAY

The third day began with small group work in practice of the formats. Each group interviewed one consignee and completed the format for one income oriented and one non-income oriented type of project about which the consignee had some knowledge.

Below are copies of the completed formats:

GROUP A

FARMER INCOME IMPROVEMENT ANALYSIS

A. BACKGROUND INFORMATION:

Name of Consignee	FR. ALBERT
Name of Project Holder	FR. JOSE VEIGAS
Type of FFW Project	NEW IRRIGATION WELL
Project Identification No.	423/0100/AI/83
Location of FFW Project	AMBAPADA
Name of beneficiary	MR. KATHU DAMOR
Approx. annual family income	3000/-
No. of Family Members	8

(1) Annual income per family member	375.00
Date of interview and analysis	15.9.1983
Name of Analyst	MR. J.V.PRABHU

B. FOOD FOR WORK PROJECT DESCRIPTION:

Brief description of FFW Project	..	New Irrigation Well of Hilly area surrounded by fallow land.
Date of FFW Project began	—	1.1.82
Completed	—	31.3.82
Number of beneficiaries in overall project	—	10 beneficiaries.
Size of FFW Project	—	7200 mandays.
(2) Number of acres improved for this beneficiary	—	2 acres.
(3) Number of FFW mandays spent on this project beneficiary	—	720 mandays.
(4) Local market value of FFW commodities	—	Rs. 6.75/- day.

Value of all inputs associated with FFW improvement for this beneficiary:

Input Description	Value (Rs.)
a. FFW 720 mandays @Rs. 6.75 per manday	4,860.00
b. Steening of well (CEBEMO)	5,500.00
c. Volunteer labour (beneficiary)	1,000.00
d. Skilled labour paid in cash	720.00
e. Blasting gun powder	500.00
f. Total FFW Project value.....Rs.	12,580.00

C. YEARLY CHANGE IN YIELD DERIVED FROM FFW PROJECT:

Yield for the year before FFW:

Crop Season	Yield (No. of Units)	Unit Description	Market Price Per Unit			Yearly Value Rs.
			Low	Ave	High	
MAIZE KHARIFF Crop	8 quintals	Acre	100	117.50	135	940.00

(6) Total yearly market value before FFW.....Rs. 940.00

Yield for the year following FFW:

Crop Season	Yield (No. of Units)	Unit Description	Market Price Per Unit			Yearly Value Rs.
			Low	Ave	High	
KHARIFF Crop	15 quintals	Acre	105	122.00	140	1837.00
RABI Crop	20 quintals	Acre	160	165.00	160	3300.00

(7) Total yearly market value after FFW.....Rs. 5137.00

(8) Annual change in yield after FFW Project.....Rs. 4197.00

D. YEARLY CHANGE IN COSTS OF PRODUCTION:

Cost of inputs before FFW:

Input Description and Valuation Basis	Total Rs.
a. Ploughing, Sowing and weeding	800.00
b. Harvesting & Crushing	200.00
c. Seeds/fertilizers	245.00

(9) Total cost of inputs before FFW Project.....Rs.1245.00

Cost of Inputs after FFW:

Input Description and Valuation Basis	Total Rs.
a. Cost of labour for channel construction	200.00
b. Ploughing, sowing, weeding, harvesting	3200.00
c. Seeds, fertilizer, pesticides	700.00
d. 10 days-Bullock charges, drawing water	150.00

(10) Total cost of inputs after FFW project.....Rs.4250.00

(11) Annual change in production cost after FFW Project.....Rs.3005.00

E. DESCRIPTION OF AGRICULTURAL CONDITIONS DURING ANALYSIS YEAR:

Were the last two years typical or unusual? Typical

F. ANALYSIS FOR DETERMINING FARMER INCOME IMPROVEMENT:

Calculating the annual cost of the FFW Project:

(12) Estimate of the life of the improvement 7 years.

Please describe the basis used for the estimate:
Estimated on the basis of past experiences of similar well dug in the locality which had to be cleaned in an interval of every five years.

(13) Annual cost of FFW improvement:

$$\text{Rs. } \frac{12580}{(\text{item 5})} \div \text{Rs. } \frac{7}{(\text{item 12})} = \text{Rs. } 1794/- \text{ per year}$$

Comparison of the benefits and costs of FFW Project:

(Change in income) - (Change in cost) = Net improvement
(after FFW Project) - (after FFW Project) in farmer income
per year after FFW

(14) $\text{Rs. } \frac{4197}{(\text{item 8})} - \text{Rs. } \frac{3005}{(\text{item 11})} = \text{Rs. } 1192/- \text{ per year}$

$$15. \text{ Benefit/cost Ratio} = \frac{\text{Rs. } 1192}{(\text{item } 14)} \div \frac{\text{Rs. } 1794}{(\text{item } 13)} = 0.66$$

$$16. \text{ Payback period} = \frac{\text{Rs. } 12580}{(\text{item } 5)} \div \frac{\text{Rs. } 1192}{(\text{item } 14)} = 10.5 \text{ yrs}$$

Net improvement in farmer income per acre

$$\frac{1192}{(\text{item } 14)} \div \frac{2}{(\text{item } 2)} = \text{Rs. } 596/- \text{ per year}$$

Based upon discussion with farmer and others, how would you adjust the results to accommodate weather variations etc? Please be specific as possible:

There was no rain during monsoon so the farmer had to depend on the new irrigation well.

NON ECONOMIC INDICATORS - NEW IRRIGATION WELL:

AREA	OUTCOMES	INDICATORS
Social	Community Participation	- Involved in Offiering voluntary labour Identifying need Selecting Site
	Decision Making.	- Formation of community organisation
	Time Saved due to easier availability of Asset.	- NIL
Health	Availability/Usage of Nutritious Foods	- Existence of Kitchen Gardens - Increased Per Capita availability of food.
	Awareness/Access to increased Medical Medical Services	- Percentage income used on Medical Care
	Improved Physical Health	- No. of cases of ill health reported
	Improved Health/Yield of Livestock	- NIL

Educa- tional	Increase in Literary Rate	- Increased School Attendance - Decrease in drop outs
	Availability of Educational Facilities	- Increase School Admissions
	Adoption of better Farming Practices	- NIL
Personal	Provision of Living with Greater Dignity	- Change in Clothing and Eating Habits.
	Improved Status	- NIL
	Improved Quality of Life	- NIL
	Increased participation in Fairs/Meals & Socio Cultural Activities	- NIL
	Improved Self Confidence	- NIL
Non Moneti- sable Economic Benefits	Reduced Indebtedness	- NIL
	Pride in Maintenance/ improvement of assets	- NIL

GROUP A

ASSET EFFECTIVENESS ANALYSIS

A. BACKGROUND INFORMATION:

Name of consignee:	Fr. XYZ
Name of Project Holder:	BR. A B C
Type of FFW Project:	LOW COST HOUSING
Project Identification No.:	89/B-111/83
Location of FFW Project:	KHAJURAN VILLAGE
Name of beneficiary:	HADIO BARIA

Approx. annual family income: Rs. 3,000/-
 No. of family members: 5
 Annual income per family member: Rs. 600/-
 Date of interview and analysis: 15-9-1983
 Name of Analyst: MR. E. G. SOANS

B. FOOD FOR WORK PROJECT DESCRIPTION:

Brief description of FFW Project: Construction of a group of ten houses with mud walls and Tiled roof.

Date of FFW Project began - 1-10-81
 Completed - 31-12-81

Number of beneficiaries in overall project - 10 beneficiaries

Size of FFW project - 5600 mandays

Number of FFW mandays spent on this project beneficiary - 560 mandays

Local market value of FFW commodities - Rs. 7/- day

Value of all inputs associated with FFW improvement for this beneficiary.

	Input Description	Value (Rs.)
(1)	a. FFW 560 mandays @ Rs. 7 per manday	3920.00
	b. 20 cft. of wood at Rs. 250 per cft.	5000.00
	c. Skilled labour - 40 days 12 per day	480.00
(2)	Total FFW Project value	Rs. 9400.00

Percentage of asset cost which is FFW:

$$\frac{3920}{(\text{item } 1)} \div \frac{8400}{(\text{item } 2)} \times 100 = 47\% \text{ FFW}$$

20% Other
 38% Beneficiary

Total: 100%

NON ECONOMIC INDICATORS LOW COST HOUSING:

AREA	OUTCOMES	INDICATORS
Social	Community Participation	- Involved in Offering voluntary labour Identifying need
	Decision Making	- Formation of community organisations
	Feeling of Security	- NIL
	Mutual Co-operation	- NIL
	Frequency of Asset/ Service Usage	- NIL
Health	Availability/Usage of Nutritious Food	- Existence of Kitchen Gardens - Increased Per capita availability of food.
	Reduction of skin/ water-borne diseases	- NIL
	Change of Food habits	- NIL
	Improved Health/Yield of Livestock	- NIL
Civic	Awareness of civic/ political rights.	- Increased attendance people hearing ratio programmes.
Personal	Provision of Living with greater dignity	- NIL
	Improved status	- NIL
	Improved quality of personal belonging	- NIL
	Less sense of isolation	- NIL
	Improved self confidence	- NIL

Non Moneti- sable Economic Benefits	Pride in Maintenance/ Improvement of Assets.	- NIL
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GROUP B

FARMER INCOME IMPROVEMENT ANALYSIS

A. BACKGROUND INFORMATION:

Name of Consignee	FR. KUNNAPPILLY
Name of Project Holder	FR. CHACKO
Type of FFW Project	Land Levelling
Project Identification No.	A 6/428/1982
Location of FFW Project	Songaon
Name of Beneficiary	Shri Thuka
Approx. annual family income	Rs. 3250/- No. of family members 6

(1) Annual income per family member	Rs. 545/-
Date of interview and analysis	15.9.83
Name of Analyst	Adam Khan & Co

B. FOOD FOR WORK PROJECT DESCRIPTION:

Brief description of FFW Project of this beneficiary	- Removal of mud, up land and cleaning of bushes.
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Date FFW Project began	- Jan 1, 1982
Completed	- March 28, 1982

Number of beneficiaries in overall project	- 10 beneficiaries
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Size of FFW Project	- 7200 mandays
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(2) Number of acres improved for this beneficiary	- 2 acres.
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- (3) Number of FFW mandays spent on this project beneficiary -720 mandays
- (4) Local market value of FFW commodities -Rs. 6 per day

Value of all inputs associated with FFW improvement for this beneficiary:

Input Description	Value (Rs.)
a. FFW 720 mandays @ Rs. 6/ per manday	4320.00
b. Other labour hired input 6 m/s x Rs. 8/-	48.00
(5) Total Project value	4368.00

% FFW to total cost $\frac{4320}{4368} \times 100 = 99\%$ (FFW Inputs)
 1% Benef. Input

Input by the beneficiary = Rs. 48

C. YEARLY CHANGE IN DERIVED FROM FFW PROJECT:

Yield for the year Before FFW:

Crop-Season	Yield (No. of Units)	Unit Description	Market Price		Per Unit High	Yearly Value Rs.
			Low	Ave		
KHARIF JOUAR	1		5		150	750
RABI	-		-		-	-
SUMMER	-		-		-	-
TOTAL	1		5		150	750

(6) Total yearly market value before FFWRs. 750/-

Yield for the year following FFW:

Crop- Season	Yield (No. of Units)	Unit Des- cription	Market Price		Per Unit High	Yearly Value Rs.
			Low	Ave		
KHARIF-JOUAR	3		6		150	2700
RABI	-		-		-	-
SUMMER	-		-		-	-
TOTAL	3		6		150	2700

(7) Total yearly market value after FFWRs. 2700/-

(8) Annual change in yield after FFW ProjectRs. 1950/-

D. YEARLY CHANGE IN COSTS OF PRODUCTION:

Cost of Inputs before FFW:

INPUT DESCRIPTION & VALUATION BASIS	ACRE	TOTAL (Rs.)
a. Outside labour 6 m/s @ Rs. 10 each	1	60.00
b. Land tax Rs. 10 x 3 acre	1	30.00
c. Bullock 3 pairs / x 30	1	90.00
d. Seeds 30 Kg. @ Rs. 2	1	60.00
e. Weeding 10 m/s/ @ Rs. 5	1	50.00
(9) Total cost of inputs before FFW Project..		Rs. 290.00

Cost of Inputs after FFW:

INPUT DESCRIPTION & VALUATION BASIS	TOTAL (Rs.)
a. Land tax Rs. 10 x 3	30.00
b. Outside labour 6 m/s x 3 acres x Rs. 10	180.00
c. Bullock pairs 5 x Rs. 30	150.00
d. Seeds 30 Kg. x 3 acres x 2	180.00
e. Weeding 10 m/s x 3 acres x Rs. 5	150.00
f. Manure 50 Kg. x 3 @ 90 x 3	270.00
g. Harvesting 20 x 2 acres	40.00
h. Threshing 15 x 3	45.00
(10) Total cost of inputs after FFW Project	1045.00
(11) Annual change in production cost FFW Project.....	Rs. 755.00

E. DESCRIPTION OF AGRICULTURAL CONDITIONS
DURING ANALYSIS YEAR:

Were the last two years typical or unusual? - Typical

F. ANALYSIS FOR DETERMINING FARMER INCOME IMPROVEMENT:

Calculating the annual cost of the FFW Project:

(12) Estimate of the life of the improvement - 10 years

Please describe the basis used for the estimate: By experience of the Project Beneficiary, with average maintenance of the asset.

(13) Annual cost of FFW improvement:

$$\text{Rs. } \frac{4368}{(\text{item } 5)} \div \frac{10}{(\text{item } 12)} = \text{Rs. } 438 \text{ per year}$$

Comparison of the benefits and costs of FFW project:

(Change in income) - (change in cost) = Net improvement
(after FFW Project) - (after FFW Project) in farmer
income per year
after FFW

$$(14) \quad \text{Rs. } \frac{1950}{(\text{item } 8)} - \text{Rs. } \frac{755}{(\text{item } 11)} = \text{Rs. } 1195/- \text{ per year}$$

$$(15) \quad \text{Benefit/Cost Ratio} = \text{Rs. } \frac{1195}{(\text{item } 5)} \div \text{Rs. } \frac{438}{(\text{item } 13)} = 2.72$$

$$(16) \quad \text{Payback Period} = \text{Rs. } \frac{4368}{(\text{item } 5)} \div \text{Rs. } \frac{1195}{(\text{item } 14)} = 3.65 \text{ yrs}$$

Net improvement in farmer income per acre:

$$\frac{1195}{(\text{item } 14)} \div \frac{2}{(\text{item } 2)} = 597.5 \text{ per year}$$

Based upon discussion with farmer and others, how would you adjust the results to accommodate whether variations etc? Please be as specific as possible: N.A.

NON ECONOMIC INDICATORS-Land Levelling:

1. Greenery / Better Environment
2. Reductions in Pests
3. Increased Food Per Person in the Family
4. Change to better clothing
5. Purchase of Table, Chair
6. No cooperative Output.(Individual Cultivation & Market)
7. Before : borrowing 1 Quintal
Now : No borrowing :
This year sold 10 Quintals
8. Before - once a month to general hospital
After - Private Doctor/Frequency loss due to better health.
9. 1. No violation input
2. Identifying the need
3. Supervisory level involvement.
10. Adaption to better Farming Practices like use of Fertilisers.

Some comments about this exercise were that a) the non-economic indicators should be objective b) they also should have a concretized format and sample provided at the time of consigne workshops and c) the exercise was worthwhile.

After lunch an exercise sythesing all of the work which had been done was completed in small groups. Each group then presented its work to the full group.

The summary is as follows:-

S.No.	Project Type	Broad outcomes Asset/Income/Both	Economic Measures of Development	Non Economic Indicators of Development Impact
8.	Land Levelling	Income Imp.	Income	Better Farming Practices More cultivable Land Decrease in animal mortality.
9.	Tanks/Dams	Both	Increased Income Asset Value	High water table maintained as per irrigation wells.
10.	Roads	A E A	Asset value - Percentage of asset which is FFW	Communication: Better/ Quicker Community participation Modernization of rural area. Better access to health and education.
11.	Bunds	F I I A	Net improvement in farmer income per year after FFW pay back period	Reduction in the rate of land disputes. Increased food availability per- Capita Income. Adoption of better farming practices.
12.	Irrigational wells deepened	F I I A	-do-	Increased food availa- bility per capita. Increase in social status and and community participation.
13.	Irrigational canal	F I I A	-do-	Adaption of better farming practices. Better health, community organisation.

S.No.	Project Type	Broad outcomes Asset/Income/Both	Economic Measures of Development	Non Economic Indicators of Development Impact
14.	Pasture & Forage	F I I A	Net Improvement in Income	Increase availability of milk for consumption. Reduce animal mortality rate, Reduction of Infant Mortality rate.
15.	Bench Terracing	F I I A	Net Improvement in farmer income per year after FFW Pay back period	Soil conservation, increas food availability per capita
16.	Re-forestation	F I I A	Net improvement in farmers income.	Soil conservation, environmental and ecological changes. Increase availability of wood and fodder.
17.	Drains & Ditches	A E A	Percentage of FFW Asset value	Better health, better sanitation

After this presentation, a general review session was conducted. One of the groups did not work out the cost benefit ratio because they believed that it would only cause more confusion by doing so. They believed that the estimate of life of the project was too subjective for the purpose of getting a reliable cost benefit ratio. Since it would be so misleading, it would be better if it were not used.

There was also some discussion about whether the Farmers Income Improvement Analysis should be done for only the portion of land in which the farmer is helped by FFW or whether it should be done for his entire land holding. One participant believed that more time than 3 days was required. At the consignee workshops, it was suggested, project beneficiaries could be invited. One of the consignees voiced the hope that the consignee workshops would provide sufficient scope for the consignee to share some of their own expectations of the workshop.

Again the issue of preparation materials being given in advance was voiced. The group also suggested that the facilitators should ensure that if groups are broken up into small groups then each group should have a common understanding of its task. Perhaps the facilitators should direct more clearly. The facilitators said that much creative thought would be lost through too much direction.

For zonal workshops, participants agreed with the idea of spending some time on the topic of "Development and Food For Work" on the first day. Also it was stated again that the pictorial should be given at a later stage in order to save time and also get better results.

The facilitation for the workshop was done by Mr. Brij Kapur and Ms. Kiron Wadhwa of ACORD, in cooperation with Mr. George Thomas and Mr. Donald Rogers of CRS/New Delhi. Mr. S. Chandrasekhar of USAID was an observer.

Mr. McDonald then voiced his thanks to all participants and Fr. Alber said a closing prayer.

COCHIN ZONAL FFW WORKSHOP

SEPTEMBER 21-23, 1983

PARTICIPANTS:

- | | | | |
|----|---------------------|---|---------------------|
| 1. | Fr. Joseph John | - | Consignee |
| 2. | Fr. Jose Alex | - | Consignee |
| 3. | Fr. Geo Payyapilly | - | Consignee |
| 4. | Mr. F.M. Paynter | - | Zonal Administrator |
| 5. | Mr. John Kachapilly | - | Program Reviewer |
| 6. | Mr. K.J. Joseph | - | FFW Evaluator |
| 7. | Mr. T.J. Augustine | - | Field Reviewer |
| 8. | Mr. C.J. D' Couto | - | Field Reviewer |

The Workshop began with a short prayer by Fr. Joseph John.

Mr. Paynter then welcomed the group and spoke of the formidable task which was ahead for the participants. He mentioned that it was important to recognize the constraints which would be faced in the implementation of any new changes in the FFW systems. Many of the project holders are not professionally qualified in this work and all are voluntary workers. Furthermore, he said, consignees do not always get the assistance which they request. Finally the Food For Work Program is more complex than any of the other programs.

Then the purpose of the Zonal Workshop was put into the context of the work that has gone on before and of the future expectations of how the FFW programs may be improved to express the developmental impact that takes place. The system is our own CRS system and to be used to help us and our partners in development, the consignees, project holders and the people with whom they work. USAID has been fully supporting this activity, and hope that CRS is able to use it to improve FFW projects.

The background of the concept came about through the AID sponsored Community Systems Foundation review of the PL 480 programs operating in India through the voluntary agencies. The outgrowth of their recommendation for FFW was the Phase I asset studies and recipient profile studies which provided a scientific data collection of the types of recipients who were being helped and also how the beneficiaries were being helped. Originally the plan intended to use the Phase I findings for Phase II, the development of an improved FFW management system. However it was later realized that Phase I data was not able to provide qualitative data about the management process used.

They reported that FFW projects were successful in reaching their objectives but did not explain what were the management factors that led to the success.

The contractor, Dr. Drake, had been able to give some idea of how development impact could be measured. The idea of his now had to be refined in the zonal workshops and in the field. The learning which each zone derived from the use of the analysis would be shared with headquarters. Also whatever was learned by the Zones through the analysis, might be used for programmatic improvement.

Then a copy of the purpose of the workshop was passed around to each participant. It stated: "To review, analyse, modify if necessary and improve upon the draft 'Project Management Monitoring and Evaluation System' as suggested by Dr. Drake, and the team consisting of CRS, ACORD and USAID personnel; including inputs gathered in relation to the system during the pilot workshop."

A question was raised about the relative importance of commodity accountability vis-a-vis the area of development impact. The system for commodity accountability might possibly be simplified, but the need for accurate accounts would always be important. However, as time passes, an increasing amount of emphasis throughout the world by the donors is being placed on the evaluation of development impact.

Then the discussion proceeded to the question "What is Development?" When speaking about development what is it that we mean? What does FFW have to do with development? These were the questions opening the session.

Mr. Joseph mentioned that development was a progressive change. Mr. Paynter added that it could be either physical or mental. Mr. John specified that the quality of life including social, economic and education should be taken into account. Mr. Paynter added that opportunity to grow was part of development.

It was said that we must consider where the community presently is. Mr. Paynter added that the concept of planning was essential to consider. Capsulized, development was seen as a growth or positive change from an earlier position. It is progress of any degree. Fr. John put forth the idea that we should also consider minimum time and cost as factors for consideration of FFW.

The next question asked was "What happens in Food For Work that is development?"

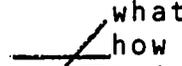
Answers in response were that there was a change in mentality of man, physical and attitudinal growth, there were permanent assets which create a sense of security, there were results such as co-operation and people thinking and working together, and development in a sense of values.

- Attitude
- Physical/Health/Survival
- Security/Hope
- Permanent Assets

FFW is located throughout different communities each of which has a different starting state of development.

The next question put forth was how this could be measured? Some answers were

- 1) A comparative study of the changes
- 2) Assessment of the progress of a community before and after.

- Go and 'See'
- Work there and 'see' 
- Community Progress 

It was pointed out that the project holder is on the spot of the development taking place and has a wealth of information. However, he may not be aware of assessing it. Mr. Paynter suggested that the Prime need would be to equip the project holders with training to enable them to be able to assess development.

Further signs of development noted were:

- Existence of the asset
- Improved attitude of the people
- Cooperative behaviour
- Income improvement

These points were divided into three broad categories

- 1) Income improvement
- 2) Asset development
- 3) Quality of Life enhancement

- Human / Social
- Economic 

Due to the recommendation in Bombay Zone the discussion of Dr. Drake's system was included in day two. The next session dealt with measuring economic benefits and identifying ways of documenting them. The session was done in small groups.

GROUP A

WAYS OF MEASURING ECONOMIC BENEFITS

ROAD (ECONOMIC BENEFITS OF THE ROAD):

If a 5 KM road is built we will first calculate the cost of constructing the road i.e., the mandays utilized and the cost of materials.

- 1) Normally in the villages the middle man purchase the produce of the village at an extremely low price and sell it at the highest price that he can fetch in the market. Once the road has been completed it will facilitate the villagers to take the produce to the market and sell it without the assistance of the middle man. The additional price that he obtains directly will be calculated as the economical benefit.
- 2) The road will facilitate children to attend school and with education they will be able to obtain better jobs, consequently the economic conditions will be improved. A comparative study will enable us to compute the economic gain.
- 3) Certain places the road will help the villages to obtain medical facilities from the government free of cost, other wise they would have to pay the local country doctor/physician. The difference can be an indicator for calculating economic gain.
- 4) The road in most cases will also encourage the villagers to start small industries, this will make a difference in their income which can be measured as economic benefit.

LAND LEVELLING:

- 1) We will first measure the land that has been levelled with FFW and ascertain the cost of the land as compare it to the land that has not been levelled in the village. A comparative study will enable us to calculate the cost of the land that has been levelled.
- 2) Land levelled and made cultivable and the crops obtained, sold and income added. Income measurable.

- 3) The cost of cultivable land gone up if it is sold out.
- 4) Construction of building on levelled land, playgrounds, roads. These can be measured by studying the cost of such facilities within the vicinity.

COMMUNITY CENTRE:

- 1) The cost of the community centre will be calculated on the mandays utilised and the material input.
- 2) Training can be imparted to the local people in the community center which will enable them to get employed. The income increased could be measured as economic benefits.
- 3) Farmers can be given training to improve the crops thus enabling them to generate extra income which could be measured as economic gains.

HOUSE CONSTRUCTION:

Permanent structure: Cost of materials, saving in health expenditure, thatched shed for goats and value of house itself.

GROUP B

WAYS OF MEASURING ECONOMIC BENEFITS OF FFW PROJECTS

- | | | |
|---------------------------|---|--------------------------------------------------------------------------|
| HOUSE CONSTRUCTION | - | Permanent structure |
| 1. Saving on maintenance | - | cost per annum saved |
| | - | Man-hours of family for income generation increased |
| | - | Saving on health expenditure |
| | - | Losses on grain storage etc., saved. |
| | - | Extra income possibility from say goat rearing by the side of the house. |
| | - | Value of the house |
| | - | Loans availed from government. |
| 2. Irrigation Canals | - | Increased production |
| | - | Multiple cropping |
| | - | Additional/repeated cultivation |
| | - | Water level maintained |
| | - | Bathing facility (Health improvement) |

- Replication of facility by neighbouring areas
 - Value appreciation
 - Employment opportunity for the poorest of the poor
 - Saving on efforts otherwise employed (mandays available)
3. Bench Terracing
- Increased production quantity/ comparison
 - Saving due to retention of soil, manure and moisture
 - Irrigation made easy as compared earlier
 - Govt. resources tapped for bench terracing, cultivation grant/loan
 - Value appreciation
 - Inter cropping
 - Replicability

The next session dealt with the design of a format to analyse impact. This was done in small groups with guideline sheets which gave the possible headings for inclusion. The groups' recommendations for changes in the formats are below:

1. After "Name of Beneficiary" in "Background Information" (A), add. Land-holding (size/area) of the beneficiary: add: the caste of the beneficiary.
2. In items (4), (9) and (10), i.e., wherever inputs are being recorded, a general guideline to be provided that inputs coming from the following sources must all be covered:
 - i) Materials or other inputs from the beneficiary or family members
 - ii) inputs from other families
 - iii) inputs from the larger community
 - iv) inputs from government sources
 - v) inputs from banks and other financial institutions.
3. In the cases of long-term cash crops like coconut, coffee, cocoa, rubber, etc., the yield does not start after or during the 1st year, and usually takes a longer time-frame ranging from 3 years to 5 years or 7 years. In these cases, the inputs need to be recorded every year for 3/5/7 years, before recording the yield/outputs; alternatively, the yield which may occur in year 5, 6 & 7 (i.e, 3 years after start of yield) can be estimated and pro-rated over the years 1 to 4, for example.

This above point would affect (C) yearly change in yield derived from FFW project.

It was also suggested that: a) base-line data needs to be recorded at the start of long-term cash crop projects; b) such projects be taken up for in-depth case studies.

4. a) In (C), eliminate "High" and "Low" market price per unit, and retain only the average price because

- i) "Crop-Season" itself takes care of various periods of the year.
- ii) simplifying the effort required
- iii) most often, the marginal farmer or small farmer does not sell the produce but consumes it himself with his family so he cannot take advantage of higher price times of the year to sell at all.

b) Under (C), add under "Crop-season" add additional lines/ space for "Any other crops", "Any additional crops". Similarly, do so for (6) under "Crop-season".

5. Under E, in "If unusual..... the analysis", a guideline to be typed in to cover various unusual factors, such as flood, drought, labour unrest, civil disturbance, etc. and to give an overall factor value ranging below 1.0 to above 1.0 depending on whether the overall impact was negative or positive to agricultural production. This would help balance the output calculation for "normalised conditions".

6. Under (12), "permanent structures" may last anywhere upto 50 years, 75 years, 100 years:

Hence, the following changes were suggested:

- a) (12) Estimate of the life of the improvement under normal conditions:----- Years
- b) Minimum life-span:----- Years
Maximum life-span:----- Years
Local normal life-span:----- Years
- c) Some agreed-upon norms for "average life-span under normal conditions" need to be worked out, based on government taluk records/land revenue records and /or consultation with technical agencies for:

pucca wells
bridges
water-tanks

ucca roads
houses
Community centre buildings

7. In(16) at the end, in "Based upon discussion with former.....
as possible; add:-

In case the actual income is significantly different (i.e., more than 5% variation) from the earlier estimated income, what were the specific factors which played an important part in this variation.

ASSET EFFECTIVENESS ANALYSIS

BACKGROUND INFORMATION:

- The "Name of Beneficiary" may be amended to read:
"Name of Beneficiary/Project holder/Group."

FOOD FOR WORK PROJECT DESCRIPTION:

- The "Number of Acres improved for this beneficiary-acres" may be amended to read "Nature of Benefit accrued and its size.
- A further question may be added, "Is the Asset being utilised for the purpose originally envisaged-High/Medium/Low/Nil" "Give reasons if not marked HIGH"
- Under "Input Description" details an additional column may be added indicating the source from which the input was received e.g. Government, community etc.,

The final session was a review of the day. The participants commented that they felt relaxed, that they had learned nothing new, but were more clear about what they already knew. In general people felt that we were moving ahead, and field reviewers commented that this in depth study of the activities was a good change and they were happy to be recognized as more than end use checkers.

SECOND DAY

On the second day Fr. George Payappally and Fr. Alex joined the group, and there was a brief summary of the first day.

Mr. John Kachapally mentioned that after thinking over the first day's work, he concluded that the Asset Effectiveness Analysis was not really measuring the effectiveness of the asset. Discussion followed which indicated that certain improvements would be necessary to do so.

There was then a brainstorming exercise in which the non-economic results of Food For Work projects were listed.

BRAINSTORMING ON NON-ECONOMIC IMPACT:

- Educational.
- Cooperation.
- Organisation.
- Cultural improvement.
- Collective thinking.
- Security.
- Better understanding of one's surroundings.
- Breaking down barriers.
- Liberation from Dominant Forces.
- Developing leadership.
- America Identified.
- Personnel satisfaction.
- People's participation.
- Identity awareness.
- Self reliance.
- Skill improvement.
- Women's liberation.
- Value inculcation.
- Improvement in Nutrition.
- Empowering the weaker sections.
- Dependence.
- Independence.
- Sanitation
- Sports and Recreation.
- Creation or Precoration.
- Privacy.
- Split in communities.
- Team spirit.
- Partiality shown to consignees.
- Saving habits.
- Sense of priority.
- Spiritual.
- Political awareness.
- Growth of Marxism.
- Growth of Catholics.
- Improve image of Democracy.
- Confidence of the people.

- Creative thinking.
- Self fulfilment.
- Broader vision for the people.

There was then a short presentation of the concept of indicators and how they are crucial in capturing impact. The difference between the results or outcomes and indicators was explained. Then small groups were formed to develop indicators for non economic development. Since in Bombay we had covered

all project types and found the exercise too intensive. We reduced the number of project types in the Cochin workshop.

Below are the results of the group session:

SPECIFYING DEVELOPMENT IMPACT:

AREA	OUTCOME	INDICATORS
Road,	Land Levelling, Community Centres	
Social	Community Participation	- Who takes decision, who participated and the nature of participants. How many willingly contributed their land for the road or other help (Financial & Moral encouragement)
	Distance Reduced	- Frequency of visits: Going for festivals especially by old people, women and handicapped
	Exposure to outside world plus social	- More people going out of the village, doing job and coming back - It could provide marriage alliance, better contact etc.

	Women get more chance to get together	- Is there any women organisation functioning in the centre number of women attending
	Getting to know each other and creating better understanding	- Number of common activities Whether personal friendship increases
Educational	Increase in literacy knowledge and intellectuality	- Number of children going to school regularly, Abscentism reduced in school
		whether the number of people who know to read and write have increased. Have been able to solve own problems.
	Emotional Balancing	- With the knowledge acquired have the social problems reduced (Behavioural Observation)
	Knowledge in Farming	- Use better seeds, fertilizer scientific method of farming, Number of crops, inter crops storage etc.
Health	Better Nutrititional Food	- Types of food intake.
	Reduction of infant mortality	- Number of infant death recorded
	Medical facilities	- Are the people willing to accept medical facilities
	Prevention of common diseases	- Number of people participating in the health classes and Nutritional classes

	Preventive Measures	- Number of handicapped cases. Use of preventive measures
Attitudinal	Helping each other Concern about others Broad vision	- These are the expected outcome and indications which can be measured by adapted scale.
Personal Spiritual Psychological	Rediness to accept others Cooperative and Collaborative Self confidence & Self reliance	
Recreational	Physical Growth Mental tension released Better understanding Better way for solving community problems	- How many are interested in sports and games - Whether people are meeting regularly and discussing personal problems - Using leasure time constructively. - Whether they have any organised form.
House Const- ruction	Economical Purchasing power heightened	a) Purchase of earthern oven to replace the traditional 3-stone oven b) Improved variety of seeds/fertiliser c) Some of the earthern pots replaced by aluminium pots. d) No. of children going naked decreases.

- | | |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Saving habits | <ul style="list-style-type: none"> a) Chit fund started b) Instalment system for household goods. c) Saving account |
| Increase income possibility | <ul style="list-style-type: none"> a) Kitchen garden b) Goat/poultry/piggery c) Village crafts |
| Reduced dependence on money-lenders | <ul style="list-style-type: none"> a) Quarrels instigated by money lenders. b) Borrowing from recognised financial institutions. |
| Socially
Reduced the gap | <ul style="list-style-type: none"> a) In an area where a community was exclusively residing, members of other lower community are now staying. b) Inter-caste participation in village festival c) Other communities are invited to marriage functions |
| Improved status | <ul style="list-style-type: none"> a) Wife purchases household good by herself. b) Wife is consulted in education/marriage c) Food stored properly d) Availability of food from own kitchen garden e) Participation in community events. |

		f) Participation in political demonstration
Healthwise		a) Decrease in dysentery/ scabies etc.
		b) Improvement in the cleanliness of house & surroundings.
		c) Decrease in mortality rate
Personally		a) Being invited to social functions.
		b) More community participation in family functions
		c) Reading magazines/news papers.
		d) More pictures in the house.
Community Development		a) Helping neighbours in renovation
Spiritual		a) Family prayers
		b) Religious pictures
		c) Flowers & light in front of the holy picture
Psychological		a) Sense of security
		b) Sleeps better
Irrigation Canal	Purchasing power heightened	a) Better seeds, Manure and fertilisers
		b) Improved agricultural tools.
Saving Habits		a) Conversion of kutcha to pucca house or renovation

Increase income possibility

a) Repeated & multiple cultivation

b) Increase poultry/piggery/cattle

Reduced dependence on money-lenders

a) Percentage - decrease in borrowing from money lenders

b) Percentage increase in borrowings from recognised financial institutions.

During the discussions afterwards, the point was made about the difficulty of seeing any large change in development status in the short period of time of one project. The concept of setting indicators was considered reasonable and participants believed that if possible, objectives should be set at the time of application.

A discussion of Dr. Drake's system followed and led to an examination of the pictorial by participants. The advantage of not stipulating more than five analyses per year was considered to be an advantage if it meant that the quality of the studies would be stressed. At the present time, the voluntary nature of the task for consignees enabled CRS to ensure quality of the data. This would also help to improve the quality of the field testing of the instrument. As the exercise is primarily meant to improve the quality of food for work project planning, selection, implementation and evaluation it is basically a system for the project holders, consignees and CRS. The question of cutting Food For Work was brought up and especially whether this impact tool would be used to cut back on funds for Food For Work. The new CRS monitoring system should prove to be a major factor in preventing such cutbacks since it will demonstrate the benefits of the programme better than ever before.

The classification of Food For Work Projects was done as below:-

	PROJECT TYPE	FIIA	AEA	CASE STUDY
A-1	- New Irrigation Wells	—/		
2	- Irrigation Wells/ Deepening/Cleaning	—/		
3	- Tanks/Dams/Reservoirs	—/		

4 - Irrigation Canals	_/	
5 - Bund Construction Repairs	_/	
6 - Land Clearing/Levelling	_/	
7 - Bench Terracing/ Land Reclamation	_/	
8 - Reforestation		_/
9 - Pasture and Forrage Development		_/
10- Fisheries Development	_/	
B-1 - Road Construction/Repairs		_/
2 - Bridge Construction		_/
3 - Drinking Water Wells		_/
4 - School/Community Centre/ Health Centre Godown		_/
5 - Low Cost Houses		_/
C - Vocational Training		_/
D - Construction of Drains/ Ditches, latrines/sewage disposal tanks		_/
E-1 - MCH Aides		_/
2 - Play Grounds		_/
3 - Cattle Sheds		_/

The review of the day followed. Participants expressed that it was a busy day which required a lot of thought and effort. The subject matter was seen as more abstract than the day before. The area of non-economic development being expressed through indicators left some issues still open and therefore a full satisfaction could not be reached. The exercise was helpful to enable more concrete thinking about such abstract issues, and the consignees' participation was very important. As a contrast to the first day many new thoughts came up.

THIRD DAY

In the first session, the concept and application of case studies was presented. The analytical tools which we had so far examined were weak when it came to showing the process of development. And yet this is vital since our projects do work in the area of human development.

CASE STUDY:

PROCESS -	WHAT	?
	HOW	?
	WHY	?
	WHO	?
	WITH WHOM	?
	WHEN	?

Increase our own knowledge about the process used in capturing Development Impact.

Self evaluation.

Share insights with others.

Impact created in different dimensions.

To change the process.

- Pre-Project (How to gain entry. Some are functional and non-functional)
- Acceptance without creating dependency.
(Change points, Attitude Consignee Community)
- Dialogues and discussions
Regarding Goals, Objectives and Action Planning.
As case study helps in capturing Human Story.
- Involvement and Commitment & Responsibility Sharing
- Problem anticipation at the stage of Action Planning
- During the time of implementation - Problem Identification and Problem Solving.

There will be differences at Data/Information and values

- How to handle the differences in the Communities.

People are often operating on assumptions.

The potential of learning is lost if we do not handle the problems.

- We lose sight of the opportunities.
To identify them and converting that to reality.
- Communities can share them which will be learning process.
- How to create Independence and Interdependence without creating dependency.

CONTENT:

- Which is not captured is that of the process of human Development.

Content/Process

HUMAN }	(-	Manpower
}	(-	Materials
TECH. }-----	(-	Money
}	(-	Time
ADMIN.}	(-	Management
	(-	Selection Criteria
	(-	Priorities
	(-	Indicators of Monitoring

CASE STUDY:

Learning - Modifying our behaviour

Concluding of a case study

{ How much the community has learned }
{ How much the change agent has learned }

A case study is an analytical review of the project. Learn skills to do it. Learn to eliminate that which is not required, and, Ideally, to capture the development impact.

- 1) Collection of information }
 2) Putting that information together} A case study

A case study as action - research (a method of research)
 Which is named as:

P E R T

(PROJECT EVALUATION AND REVIEW TECHNIQUE)

There was then a practical session of filling in the
 formats. They are included below:

FARMER INCOME IMPROVEMENT ANALYSIS

A. BACKGROUND INFORMATION:

Name of Consignee	Fr. Geo Payyappilly
Name of Project Holder	Fr. Joseph Kizhakkebhaga
Type of FFW Project	Land Levelling
Project Identification #	A-6/82/567
Location of FFW project	Pilakavu/Mananthavady
Name of Beneficiary	Ittoop Mamoottil
Land holding	2.5 acres
Aprox. annual family income	Rs. 3000/-
No. of family members	7

(1) Annual income per family member	Rs. 428.57/-
Date of interview and analysis	23/9/83
Name of Analyst	John Kachapilly & co.

B. FOOD FOR WORK PROJECT DESCRIPTION:

Brief description of FFW project:	Clearing bushes and levelling in 30 acres
Date FFW project began	1st Jan. '82
Completed	March 30, '82
Number of beneficiaries in overall project	20 beneficiaries
Size of FFW project	3000 mandays

- (2) Number of acres improved for this beneficiary 1.5 acres
- (3) Numebr of FFW mandays spent on this project beneficiary 150 mandays
- (4) Local market value of FFW commodities Rs. 9/- per day

Value of all inputs associated with FFW improvement for this beneficiary.

	Input Description	Value (Rs.)
	a. FFW 150 mandays @ Rs. 9/- per manday	1350.00
	b. Tools	50.00
	c. Additional wages Rs. 4/- /manday (150 x 4)	600.00
(5)	Total FFW project value	= 2000.00
	% FFW to total cost = $\frac{1350 \times 100}{2000}$	= 67.5%
	Input by the beneficiary	= 32.5%

C. YEARLY CHANGE IN YEILD DERIVED FROM FFW PROJECT:

Yield for the year before FFW - NIL

(6) Total yearly market value before FFW - NIL

Yield for the year following FFW:

<u>Crop Season</u>	<u>Yield (# of Units)</u>	<u>Unit Descr- iption</u>	<u>Market Price</u>		<u>Unit High</u>	<u>Yearly Value Rs.</u>
			<u>Low</u>	<u>Ave</u>		
Tapioca	12000 kgs	Rs 0.35/-/kg		4200.00		4200.00

(7) Total yearly market value after FFW - Rs 4200.00

(8) Annual change in yield after FFW project - Rs 4200.00

D. YEARLY CHANGE IN COSTS OF PRODUCTION:

Cost of Inputs before FFW: - NIL
 (9) Total cost of inputs before FFW projects - NIL

Cost of Inputs after FFW:

Input Description & Valuation Basis	Total Cost (Rs)
a. Material-tools, tapioca stem	100.00
b. Labour (20 x 15/-) for planting	300.00
c. Additional labour for manuring,	
d. Weeding and harvesting	300.00
e. Cost of manure	400.00
(10) Total cost of inputs after FFW project	- Rs 1100.00
(11) Annual change in production cost after FFW project	- Rs 1100.00

E. DESCRIPTION OF AGRICULTURAL CONDITIONS DURING ANALYSIS YEAR:

Were the last two years typical or unusual? - N.A.

If unusual, please explain in a way which will be helpful in interpreting or adjusting the analysis: - N.A.

F. ANALYSIS FOR DETERMINING FARMER INCOME IMPROVEMENT:

Calculating the annual cost of the FFW project:

(12) Estimate of the life of the improvement = 3 years
 Please describe the basis used for the estimate: Slope area without bench terraces tend to erod and if not protected the top soil will be washed away during a course of 3 years

(13) Annual cost of FFW improvement:

$$= \text{Rs. } \frac{2000}{(\text{item 5})} \div \frac{3}{(\text{item 12})} = \text{Rs. } \underline{666.66} / \text{Year}$$

(Change in income) - (Change in cost) Net improvement
 (after FFW projects) (after FFW project) = in farmer income
 per year after
 FFW

(14) $\text{Rs. } \frac{4200}{(\text{item } 8)} - \text{Rs. } \frac{1100.00}{(\text{item } 11)} = \text{Rs. } 3100/- \text{ per year}$

(15) Benefit/Cost Ratio $\text{Rs. } \frac{3100}{(\text{item } 14)} \div \text{Rs. } \frac{666.66}{(\text{item } 13)} = \text{Rs. } 4.65$

(16) Wayback period = $\text{Rs. } \frac{2000}{(\text{item } 5)} \div \text{Rs. } \frac{3100}{(\text{item } 14)} = 0.645 \text{ years}$

Net improvement in farmer income per acre

$$\frac{3100}{(\text{item } 14)} \div \frac{1.5}{(\text{item } 2)} = \text{Rs. } 2066.66 / \text{ year}$$

Based upon discussion with farmer and others, how would you adjust the results to accomodate weather variations etc? Please be as specific as possible: - N/A

G. NON - ECONOMIC BENEFIT:

Economical	Purchasing power heightened	- Aluminium utensils Earthern oven Better clothes
	Reduced dependence	- Less borrowing from Money lenders
	Increased income possibility	- Kitchen garden repeated cultivation without external help
	Saving Habit	- Joined chit fund increased saving
	Self-reliance	- Added improvement on land by bench-terracing, fencing etc.
Personal	Change in attitude towards work	- Continued cultivation without external help Self employment in own farm
	Achieving know-how of Farm Techniques	- Use of fertilizer/ better seeds/approaching Block office.

Health	Better food availability Reduction in occurrence of common diseases.	- Stored food
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ASSET EFFECTIVENESS ANALYSIS

A. BACKGROUND INFORMATION:

Name of consignee:	Fr. George Payyappilly
Name of Project Holder:	Fr. Tom Arackal
Type of FFW Project:	Road construction
Project Identification No.:	B-1/83/211
Location of FFW Project:	Pallikunnu-Kambalakad
Name of beneficiary:	N/A
Approx. annual family income Rs.:	N/A
No. of family members:	N/A
Annual income per family member Rs.:	N/A
Date of interview and analysis:	23.9.83
Name of Analyst:	John Kachapilly & Co.

B. FOOD FOR WORK PROJECT DESCRIPTION:

Brief description of FFW project	3 Km. road of 20 ft. width from Pallikunnu to Kambalakad.
Date FFW project began	Jan. 5. '83
Completed	4.4.83
Number of beneficiaries in overall project	10,000 beneficiaries.
Size of FFW project	3,000 mandays
Number of acres improved	3 Km. acres/km.
Number of FFW mandays spent	3,000 mandays.
Local market value of FFW commodities	Rs. 9/- per manday
Whether asset is being utilized	Yes.

Value of all inputs associated with FFW improvement for this beneficiary.

	Input Description	Value(Rs.)
(1)	a. FFW 3000 mandays @Rs.9/- per manday	27,000.00
	b. Materials (Tools)	900.00
	c. Administration/Transport	750.00
	d. Beneficiary man power contribution	12,000.00
	e. Land value at Rs.15000 per acre - 4 acres	60,000.00
(2)	f. Total FFW Project value.....	Rs. 100,650.00

Percentage of asset cost which is FFW:

$$\frac{27,000.00}{(\text{item 1})} \div \frac{100,650}{(\text{item 2})} \times 100 = 26.82 \%$$

NON-ECONOMIC OUTCOME:

Social	Peoples' participation	- A Peoples' committee
		- Common Pot for lunch/Tea
		- Peoples' Contribution
		- Free surrender of land
	Community decision	- Dialogue and meetings of committees.
	Community co-operation	- Getting together irrespective of class/caste difference
Economical	Increased Income possibility	- Access to market
		- Middle man avoided.
	Appreciation in land value	- Increased land value.
	Availability of electric power	- Connection of Electricity to the house.
Health	Improved health/reduction in diseases.	- Easy access to medical facilities.

C. YEARLY CHANGE IN YIELD DERIVED FROM FFW PROJECT:

Yield for the year Before FFW - NIL

(6) Total yearly market value before FFW. - NIL

Yield for the year following FFW :

Crop Season	Yield (#of units)	Unit Description	Market Price Per Unit			Yearly Value Rs.
			Low	Ave	High	
JAN/MARCH 1982	20	Kgs.		Rs. 150		3000
NOV/DEC. 1982	40	"		Rs. 120		4800
CARDAMUM						

(7) Total yearly market value after FFW.....Rs. 7800

(8) Annual change in yield after FFW project.....Rs. 7800

D. YEARLY CHANGE IN COSTS OF PRODUCTION:

Cost of Inputs before FFW - NIL

(9) Total cost of inputs before FFW project - NIL

Since cardamum will start yielding only after 3 years of planting, in fact there was no income in the year following the completion of the FFW project.

Cost of inputs after FFW.

Input Description & Valuation Basis	Total Cost(Rs.)
a. SEEDLINGS 1000 x Rs. 2.20	2200.00
b. FERTILIZERS 950 GRAMS x Rs.2500/Ton.	2375.00
c. PESTICIDES 4 KGS. x Rs.250/- kg.	1000.00
d. WEEDING, MANURING, SPRAYING	1200.00
e. (Contribution from family members)	

(10) Total cost of inputs after FFW Project..Rs. 6775.00

(11) Annual change in production cost after FFW Project.....Rs. 6775.00

ASSET EFFECTIVENESS ANALYSIS

A. BACKGROUND INFORMATION:

Name of consignee:	Fr. Joseph John
Name of Project Holder:	JOSEPH
Type of FFW Project:	Road Construction
Project Identification No.:	CT8/81/81/82
Location of FFW Project:	Kottayam
Name of local beneficiaries:	Project Holder Local beneficiaries and Joseph.
Approx. annual family income:	N.A.
No. of people benefitted:	400
Annual income per family member:	N.A.
Date of interview and analysis:	23.9.1983
Name of Analyst:	D'COUTO C.J.

B. FOOD FOR WORK PROJECT DESCRIPTION:

Brief description of FFW Project:	Construction of 1Km Road To Conect two Villages to the main Road.
Date FFW project began	Oct. 82'
Completed	December 82'.
Size of FFW project	2400 mandays
No. of FFW mandays spent on this project beneficiary	2400 mandays.
Local market value of FFW commodities	Rs. 8.60/day/per manday.

Value of all inputs associated with FFW improvement for these villages.

	Input Description	Value (Rs.)
(1)	a. FFW 3400 mandays	29210.00
	b. 2 CULVERTS FROM GOVT.	28410.00
	c. COMMUNITIES INVOLVEMENT 500 Mandays	7500.00
(2)	d. Total FFW Project value.....	Rs. 65120.00

Percentage of asset cost which is FFW:

$$\frac{29210}{(\text{item 1})} \div \frac{65120}{(\text{item 2})} \times 100 = 44.86$$

NON-ECONOMIC IMPACT:

AREA	OUTCOME	INDICATOR
Social	Community participation	- Who takes decision Who participated and the nature of participation.
	Exposure to outside world.	- How many villages contributed the land for the work and financial & record encouragement. - No. of people going out of the village doing job and coming back. It could provide marriage alliance, and better contact, etc.
Education	Increase in literacy knowledge	- No. of children going to school regularly. - Absenteism reduced in school.
Health	Better nutritional food.	- Type of food intake.
	Prevention of common diseases.	- No. of people participating in health classes and nutritional classes.

Road

Is the asset being used by sufficient people as to justify its construction?

Yes, in fact more people have moved into the vicinity of the asset because of the facility.

CASE STUDY

RECOMMENDATION OF COCHIN ZONE:

Who will do it? Program Reviewer/FFW evaluator. Decision on choice to be left to the Zonal Director taking into account various factors such as time, ability, area, experience academic background.

Number of studies : Two

Frequency of studies : Minimum of 3 visits in case of 3 month duration project:

- 1) Prior to starting
- 2) While on going
- 3) After completion

- In the case of a project of more than three month duration, a minimum of 4 visits:

- 1) Prior to starting
- 2) two visits while on-going
- 3) one visit after completion

- In the case of both studies an additional visit will be made after one year and post script made.

Participants expressed the opinion that this exercise was useful and the subject became more specific. However the role playing was not as helpful as using an actual beneficiary would have been, and the exercise would take more time in the field.

The participants suggested that the Asset Effectiveness Analysis should include such concepts as the number of beneficiaries and actual ways that an asset has helped beneficiaries.

The next session was the synthesis of the work done. The final work is as follows:

SYNTHESIS OF COCHIN WORKSHOP

S.No.	Project Type	Broad Asset Bldg.	Outcomes Income Imp.	Economic Measures of Development Impact	Non Economic Indicators of Development Impact
1.	New Irrigation Well	-	- /	1) Pay-Back Period 2) Net Income Improvement 3) Cost-Benefit Ratio	1) Existence of water to Irrigate more acres of land 2) Variety of crops grown.
2.	Irri-Wells-Deepening/Cleaning	-	- /	1) Pay-Back Period 2) Net Income Improvement 3) Cost-Benefit Ratio	1) Increase in water to irrigate 2) No. of addl. acres brought under cultivation. 3) More no. of crops.
3.	Irrigation Canals	-	- /	1) Net Income Improvement 2) Cost-Benefit Ratio	1) Increase in water to irrigate 2) No. of addl. acres brought under cultivation. 3) Involvement of the people. 4) More no. of crops.
4.	Reforestation	-	- /	1) Net Income Improvement	1) More no. of acres of land brought under utilisation.
5.	Pasture & Forage Development	-	- /	1) Net Income Improvement	1) No. of cattle with fodder 2) Increase in the number of litres milk 3) Increase in the health & strength of animals 4) Increase in the life-span of the animals 5) Decrease in death rate of animals

S.No.	Project Type	Broad Asset Bldg.	Outcomes Income Imp.	Economic Measures of Development Impact	Non Economic Indicators of Development Impact
6.	Road Construction	-/	-	Asset Value	1) No. of people, carts, cycles, trucks etc. Using the road 2) Increase in the no. of group activities.
7.	Low-Cost Houses	-/	-	Asset Value Cost Per Group.	1) Existence of the house 2) Change in mode of life. 3) Improvement in eligibility to get loan.
8.	Const. of Drains/ Ditches/Latrines/ Sewage Disposal Tanks	-/	-	Asset Value Cost Per Beneficiary	1) Appointing a person to maintain them 2) Number of people utilising the facility 3) Improved sanitation 4) Environmental cleanliness 5) Decrease in the number of cases of diseases 6) Utilisation of the waste as manure.
9.	Tanks/Dams		-/	1) Pay-Back Period 2) Net Income Improvement	1) Extent of local contribution 2) Formation of farmers' association
10.	Construction of Bunds		-/	1) Pay-Back Period 2) Net Income Improvement	1) Purchase of local implements 2) No. of acres saved from Soil Erosion 3) Increased storage of water.

S.No.	Project Type	Broad Asset Bldg.	Outcomes Income Imp.	Economic Measures of Development Impact	Non Economic Indicators of Development Impact
11.	Land Reclamation		_/	1) Pay-Back Period 2) Net Income Improvement	1) Membership in village committee 2) Increase in the number of days and workers working in the plot.
12.	Bench Terracing		_/	1) Pay-Back Period 2) Net Income Improvement	1) Products of the land used for family consumption.
13.	Fisheries		_/	1) Pay-Back Period 2) Net Income Improvement 3) Cost/Benefit Ratio	1) Change in food habits 2) Change in life style
14.	Bridge Construction	_/		1) Cost/Beneficiary Ratio	1) Introduction of govt. bus routes 2) People going to the market during rainy season.
15.	Drinking Water	_/		1) Cost/Beneficiary Ratio	1) Reduction in the incidence of water borne diseases 2) Accessibility for all people at all times.
16.	School/Community	_/		1) Cost/Beneficiary Ratio	1) Increase of children attending the school 2) Reduction in number of dropouts 3) Regular social gatherings.

The review followed and a major point made was that time was insufficient for the workshop. There was a suggestion to add an extra sheet to the Asset Effectiveness Analysis Format. Participants requested some background papers prior to the consignee workshop. A comment was made that the pictorial summary was not easily understood and that a simple version could be devised for the consignee workshops. A need which participants expressed was that the workshop should actually cover how to plan, select and implement projects.

Participants also expressed more time was required for the case study. Participants expressed satisfaction that their zonal comments would be included in the development of the analytical tools.

Fr. George mentioned that the concepts which he has gained will be useful for him even in non FFW activities. Fr. Alex appreciated the fact that CRS was taking a more developmental approach in FFW.

Mr. Paynter gave a short closing word expressing his appreciation for the workshop approach and results. Fr. George Payapally said a closing prayer.

The facilitation for the workshop was done by Mr. George Koreth and Ms. Kiron Wadhera of ACORD in cooperation with Mr. George Thomas and Mr. Donald Rogers of CRS/New Delhi. Mr. N. Krishnamurthy of USAID was an observer.

MADRAS ZONAL FFW WORKSHOP

SEPTEMBER 26-28, 1983

PARTICIPANTS:

- | | | |
|----------------------------|---|-------------------------------|
| 1. Mr. James R. Murray | - | Zonal Director |
| 2. Mr. G.J.M.D'Silva | - | Administrator |
| 3. Mr. P.J.Sebastian | - | FFW Evaluator |
| 4. Mr. L.Royan | - | Program Reviewer |
| 5. Mr. Ignatius Rozario | - | Field Reviewer |
| 6. Mr. R.Vincent | - | Field Reviewer |
| 7. Mr. D Theophilus | - | Field Reviewer |
| 8. Mr. Thomas | - | Field Reviewer |
| 9. Mr. Christ Raj | - | Field Reviewer |
| 10. Mrs. Jennifer Netto | - | Secretary |
| 11. Fr. Victor Maria Susai | - | Consignee |
| 12. Fr. Thomas Kurian | - | Consignee |
| 13. Mr. John Bosco | - | Consignee's Field
Reviewer |
| 14. Mr. Asirvatham | - | Consignee |

Mr. Murray welcomed all of the participants and encouraged them to work faithfully to achieve the intended purpose of the workshop. He asked Fr. Kurian Thomas to open the workshop with a prayer.

The participants were briefed on the purpose of the workshop put into the context of the Phase I and earlier parts of Phase II of the FFW upgrading. This was the third of the four zonal workshop, would consider some of the work of Bombay and Cochin zones and build upon it.

A brief note was passed out describing the purpose of the workshop.

Mr. Rozario quired about the objectives of Phase I and II and it was explained that the data gathered in the Phase I Asset and Recipient Profile studies provided a great deal of information about food for work project recipients and about the benefits received by project beneficiaries. It showed that the benefits were considerable and reached the poorest of the poor. But they have not all been finally completed, and in any case, do not provide much information about the way projects are managed. Therefore, it was decided to move on to Phase II with out waiting for the finalisation of Phase I. In this Phase there will be an

attempt to analyze projects and using the analysis improve the management of the projects.

The participants introduced themselves and then was a session on what is "development" with respect to Food-For-Work. Mr. Rozario answered that it was any change for the better. Mr. Theophilus mentioned that it meant an improvement in income. Fr. Victor stated that it was a Continuous process of change which takes place in persons, groups and societal structures. Then the concept of planned change was also brought up. The summary presentation stated that we would be working on the first day on economic development and on the second day on non-economic development and would be synthesizing the two on the third day.

The participants were divided into three small groups and were asked to describe the ways in which economic development could be measured. The suggestions were:

GROUP A

ECONOMIC DEVELOPMENT

1. NEW IRRIGATION WELLS:

- No water-less Agricultural Activities-less production.
- Irrigation water (Available) - more lands brought Under Cultivation-more Employment for land-less Agricultural Labourers-more production-more income-Economic Status increases.

- DATA SHOULD BE COLLECTED ON:

- a) How many Acres of land can come under cultivation.
- b) How many crops can be taken up in a yeartype of crops to be taken up.
- c) Approximate income per acre to be increased depending upon the type of crops-Grain-Number of Crops to be taken up in a year.
- d) All depends upon the normal circumstances.
 1. If chances of employment opportunities comparing to the previous state.
 2. Approximate income-during FFW project.
 3. Approximate income-after the project by employment per crop/year.

2. COMMUNITY PROJECT-TANKS-DAMS-RESERVOIR:

- Production oriented community projects:

PREVIOUS STATUS:

- Want of water for irrigation/percolation for nearby lands
- Inability to store more water during rainy season.

PRESENT STATUS:

- More water stored
- Helps direct and indirect irrigation
- Facility to cultivate more crops
- Employment for landless labourers

WATER CAN BE COLLECTED ON:

- a) Amount of water the tank can hold-capacity of the tank.
- b) Number of wells-that can get underground water resource or percolation.
- c) Number of acres of land that can benefit.
- d) Number of crops per year to be cultivated. Type of crops.
- e) Number of individual farmers benefitted.
- f) Number of employment opportunities during FFW project & after project.
- g) Approximate increase for all the people benefitting this farmers and landless labourers.

This has to be measured in comparison with the cost of input for the project.

GROUP B

ECONOMIC IMPACT

Baseline data to be collected first.

IRRIGATION, WELL DEEPENING AND BUND CONSTRUCTION:

1. Additional acres that will be irrigated.
2. Output in terms of yield.
3. Change in cropping pattern.

4. Increase in crops (From one to two or nine crops)
5. Amount of reinvestment.
6. Additional income.
7. Additional employment opportunities.
8. Increases purchasing power.

GROUP C

Project category: Irrigation canal & land levelling & clearing.

How do we measure the economic impact of these projects?

IRRIGATION CANAL:

- Provision of temporary employment during the implementation stage.
- Provision of water for agriculture.
- Creation of more employment opportunities after the project is completed.
- Cultivation of waste lands, more crops and different types of crop.

The results of the above four factors:

1. Improvement in the income of the agricultural labourers and landowners.
2. Introduction of modern agricultural techniques farm equipments, improvement of the livestock.
3. Savings.
4. Growth of cottage industries as the area is able to supply raw materials.
5. The canal checks floods thereby saves future expenditure. The impact is in a group of farmers as against individuals.

LAND LEVELLING AND CLEARING:

Fallow or waste land is cleared.
 More agricultural lands are made available.
 More food is brought to the local market.
 This has an impact on the price.
 Creation of more assets for the farmers and thereby increase in income.
 The economic impact is individualistic pertaining to the particular farmer/his family.

A discussion after the findings were presented focused on the need to give evidence for the development which we know is taking place so that it can be presented to others. A way of doing this is by giving a documented analysis of the developmental projects. An additional point which came out was that any format which would be developed should be standardized for use to a certain extent. It would document income and assets in the same way for all cases.

The participants were given guideline sheets for consideration and requested to begin to include the sort of information which they believed would be important to include for an analysis of either income improvement or asset creation. They began working in small groups and after completion of their exercise were given the formats which had been prepared for the same purpose by Dr. Drake and the team that accompanied him during his visit. The small groups were asked to take the best of both their own and the prepared format and give suggestions on the best information which should be included. The findings are given below:

F.I.I. ANALYSIS

A. BACKGROUND INFORMATION:

- Remove FFW-Just add it on top-Only Necessary under Input Description - Before & After FFW
- Use consignee code No. Instead of Consignee's Name
- In 1 Annual Income for family members Rs. is redundant.
- Date of interview & analysis, both words are not necessary.
- Beneficiary Annual Income should be measured in cash & kind.
- The word "Analyst" may be changed to "Evaluator".
- Add space for full postal address of beneficiary should be added.

B. FOOD FOR WORK PROJECT DESCRIPTION:

- "size of FFW project" may be removed.
- Instead of size of FFW project Amend. to No. of Mandays.

- In (2) & (3) the words "acres", "Project", "Beneficiary", "Mandays" are redundant.
- In (5) "FFW" should be removed.
- Under Input Description: The source from which the input has been received should also be indicated.
- "Input Description" does not take into account the difference between costs incurred under FFW projects & what may be the value of the asset in the open market.

C. YEARLY CHANGE IN YIELD DERIVED FROM FFW PROJECT:

- The word "Description" could be clarified to mention "Type" of crop.
- Acreage should be included against each type of crop.
- Effort should be made to select a normal year in years before FFW limited to the last 3 years.
- The average prevailing market value need be mentioned. There is little point in recording "Market High" or "Market Low".

ASSET EFFECTIVENESS ANALYSIS:

- Under 3 "funds" may be changed to "contribution"
- Points 6-9 may be presented in a simpler fashion.
- If the Asset becomes an additional source of income it should be recorded.

The last session was spent on a days' review. Mr. D'Silva mentioned that he was happy that a good day's work was completed and that the idea of trying to find ways and means of evaluating our food for work programs should prove to be beneficial. A question was raised about having Mrs. Ramaswamy join in the small group discussions along with the people from ACORD. ACORD explained that they did not want to interrupt the group process that was taking place, and as professionals in the field believed that it would be better for them not to become too involved in the group sessions as the groups may become dependant upon them.

DAY TWO

The second day began with further discussion about the asset effectiveness analysis. Then Mr. Rogers briefly explained that in answer to the question of the day before about Mrs. Ramaswamy's participation that she had been requested to act as an observer by her office and that Mr. Nelson would be arriving for the next day's session to represent any matters for USAID.

The next session was brainstorming for the impact of Food-For-Work. The participants came up with the following result:

BRAINSTORMING ON NON-ECONOMIC IMPACT OF FFW PROJECT:

- Improvement of civic sense.
- Improved decision making.
- Creation of Infrastructure Facilities
- Emergence of groups that help themselves.
- Environment/Sanitation Improvement.
- Breaking up of caste/political barriers.
- Competition increases.
- Greater planning ability.
- Increase in Life Expectancy.
- People are less dependent.
- Improvement in Social Status.
- Take initiative to press Govt. to get work done.
- Greater feeling of security.
- Ability to take up challenging assignments.
- Personal development.
- Ability to analyse and think critically.
- People are organised to help themselves.
- Improvement in health
- Leadership Development.
- Awareness of world around them.
- Greater participation of people.
- Disturbs freedom of thinking.
- Greater coordination among community groups.
- Greater concern for weaker sections of society.
- Develops capability to conduct a project.
- Educational Development
- Greater communication among people.
- Shaping of character and values.
- Develops community spirit.
- Improvement of skills.
- Others problems are solved.
- Emergence of Pressure Groups.
- Awareness in people about local resources.
- Improved Nutrition
- Setting up of various institutions.
- Change in status of women.
- Sense of achievement.

- Improved saving habits.
- Learn to evaluate their own work.

Discussion followed explaining how from the outcomes of the brainstorming session indicators could be developed. The example of education was taken and the indicators developed were the existence of the building, number of children attending a class. Then there was discussion of what was education and the difference between it and literacy. Also it was mentioned that the number of students who were developing was much more important than the mere existence of the building.

Several small groups were made and each group took several types of projects to identify the most commonly found or important outcomes or results and then to develop from them some easily observable indicators.

The groups reported their work as below:

PROJECT	OUTCOMES	INDICATORS
Low Cost Housing	Sense of security and Protection	- Existence of House- Efforts made to build and maintain it.
	Identification and sense of belonging area community	- Existence of village association or sangams.
	Sense of achievement and fulfilment.	- Can be observed through social status-personal expressions-social gatherings.
Bridge Construction	Improved Transport and communications.	- Means of Transport-Cycle-Cars, etc., - No of other vehicles plying through Bridge.
	Improved marketing facilities.	- Village markets- (Shandy) - Frequency of other businessmen's visits , - Range of consumer products increase.
	Improved Social contacts with other areas-communities.	- No of people's flow in the village, - Social contracts-marriage - Increase in the participating in common Festival of the village.

Irrigation Canals	More waste land brought under cultivation.	- No of acres brought under cultivation.
	Community participation and Unity.	- Repeated involvement of the people - Number of them in execution of the project.
	Sense of security	- Sure of (His) No. of crops. - Flood control.
Land Levelling	Change in the social status of the individual	- Membership in village committee/farmer association. - Eligibility to credit facilities. - Change in life style. - The products of the land used for family consumption. - The number of days and the number of workers working in the family operation.
	Improvement in status by changing food pattern Employment opportunity	
Drinking Water Well	Availability and utili- sation of safe drinking water	- The quantity of water available in three seasons (in feet). - The number of people who draw the water. - Reduction in the incidence of water borne diseases like typhoid, jaundice, cholera etc.,
	Eradication of water borne diseases	
	Caste integration	- The number of people of different castes who use the facility. - Accessibility for all people at all times. - People of different castes are involved in the management committee of the project and maintanance of the project.

Road

Transport for the public to take produce to the market to take agricultural input to the field.

- No. of people daily using.
- No. of bullock carts daily plying.
- No. of cycles daily running.
- No. of trucks and lorries occasionally plying.

Communication

- Regular delivery of letters/telegrams etc.
- Sending oral communications through persons

Develops community spirit/leadership/decision making/Unity/spirit of specific

- No. of local leadership group/s formed/strengthened.

Sacrifice and sharing/give & take and planning together.

- No. of group activities increased.
- No. of additional members joined in this group.
- Increase in No. of leaders taking initiative to take up the projects.
- Increase in number of meetings conducted.
- No. of decisions made together for projects.
- No. of times group leaders visited Govt/other agencies to take necessary permission/forcing them to take necessary action.
- Amount of local contribution mobilized by the people in cash and kind.

Involvement in Cultural/Social/Religious/Political activities.

- No. of Social/Cultural/Religious/Political gatherings over a period of time
Increase in No. of people forcing them to take necessary action.
- Amount of local contribution mobilized by the people in cash and kind.

Involvement in Cultural/
Social/Religious/
Political activities.

- No. of Social/Cultural/
Religious/Political
gatherings over a period
of time
- Increase in No. of people

The next session was an explanation of the Case Study concept and practice presented primarily as a capturing of the Human Story of Development.

The study will examine the process that takes place between the inputs and outputs. This process includes people, projects and planning. Development to be captured can be expressed as planned desirable change.

The expectation of a case study is that it becomes a learning system. One aspect is the collection of data and another aspect is the writing of the study.

Case studies will go into depth to discover:

Who were the people involved? Change Agent? Community with whom he worked? What happened? What was planned? What was the time frame of activity? Where did the activity take place? How did the activity come about? What was the pre-project situation? Did differences arise? They could be at four levels:

- a) goals/objectives
- b) methods
- c) information
- d) values and ideology

What problems emerged during project implementation? How were differences coped with? Were problems used constructively? Did entry into the community create dependancy or cause rejection? Were problems anticipated?

There was then an over view of all the analytical tools and the case study as a single system. According to the plan of Dr. Drake, five analytical studies per year (of either Farmer's Income Improvement or Asset Effectiveness) were to be done by each zone. Two case studies were also suggested by CRS/Headquarters to be done each year by a zone.

If one of them was a project types done by all the zones, a comparable base data could be built up in a short time. The other case study could be a zonal choice so that variety could also be provided.

Mr. D'Silva queried whether doing case studies on projects

which gave poor results would be asking for trouble with auditors. It seemed that as long as CRS would take action to rectify any poor findings, there would be less trouble from the auditors.

The last session was a review of the day. Mr. Theophilus said it had been a good day. Mr. Thomas said that there had been a bit of creativity in the work. Mr. Ashirvadam mentioned his satisfaction was that people were able to share ideas. Mr. Royan mentioned that the points which were discussed would be very useful in the field work. Mr. Theophilus stated that the "brain" storm had helped to facilitate participation. Fr. Victor thought that the meeting allowed insufficient time. Mr. Christ Raj said it was a more interesting day than the day before. Mr. D'Silva quipped that "yesterday was inspirational while today was operational". Mr. Bosco believed the day to be very useful and Mr. Sebastian expressed his belief that participation had been better than the day before.

DAY THREE

The day began with an exercise classifying project types by whether the FIIA or AEA analysis should be used. The result was:

Project Improvement	Income improvement	A.E.A.
New Irrigation wells	/	
Well deepening&cleaning	--/	
Tanks/Dams	--/	
Irrigation Canals	--/	
Bund	--/	
Land Le elling	--/	
Bench Terracing	--/	
Land Reclamation	--/	
Reforestation	--/	
Pasture & Forage	--/	
Development	/	
Fisheries Development	--/	
Roads	--/	
Bridge Construction		--/
Drinking Water Wells		--/
School/Community Centre		--/
Low Cost Housing		--/
Training/Educational Vocational		--/
Adult Literacy Class		/
Construction of drains Ditches/		--/
Latrines Sewage Disposal Tanks		--/

There was then a small group exercise for filling in the forms with Consignees playing the role of beneficiaries of projects. The results of the group exercise are below:

FARMER INCOME IMPROVEMENT ANALYSIS

A. BACKGROUND INFORMATION:

Name of consignee/Code:	MR. ASIRVADHAM (3.0074)
Name of Project Holder:	S. DOYAN
Type of FFW Project:	LAND LEVELLING
Project Identification No.:	314/A-6/2-82
Location of FFWProject:	AMMANANKUPPAM
Name of beneficiary:	MR. PERUMAL
Approx. annual family income:	Rs. 2500/-
No. of Family Members:	7

(1) Annual income per family member:	Rs. 350/-
Date of analysis:	28 DECEMBER 1982
Name of Analyst:	MR. THOMAS

B. FOOD FOR WORK PROJECT DESCRIPTION:

Brief description of FFW project:	LAND LEVELLING OF 30 ACRES
Date FFW project began:	15 JAN., '82
Completed:	28 MAR., 1982
Number of beneficiaries in overall project:	18
Size of FFW project:	4500
(2) Number of acres improved for this beneficiary:	1.5
(3) Number of FFW mandays spent on this project beneficiary:	150
(4) Local market value of FFW commodities	Rs. 12/- manday

Value of all inputs associated with FFW improvement for this beneficiary:

Input Description	Value (Rs.)
a. FFW 150 mandays @ Rs. 12/- per manday	1800.00
b. CONTRIBUTION TO THE PROJECT HOLDER FOR TRANSPORT AND ADMINISTRATION, ETC.,	50.00
c. FREE LABOUR AT THE RATE OF RS. 10/- FOR 10 DAYS	100.00
d. RENT FOR PAIR OF BULLOCKS USED FOR 5 DAYS @ Rs. 15/-	75.00
(5)g. Total project value	<u>2025.00</u>

C. YEARLY CHANGE IN YIELD DERIVED FROM FFW PROJECT:

Yearly for the year Before FFW:

Crop Season	Yield (# of Units)	Unit	Market Price Per Unit			Yearly Value (Rs.)
			Low	Ave	High	
GROUND NUT	6 BAGS	1.5 ACRES	Rs.97/- per bad			582.00

(6) Total yearly market value before FFW.....582.00

Yield for the year following FFW :

Crop Season	Yield (# of Units)	Unit	Market Price Per Unit			Yearly Value (Rs.)
			Low	Ave	High	
GROUND NUT	10 BAGS	1.5 ACRES	Rs. 80/- per bag			800.00
GRAMS	2 BAGS	1.5 ACRES	Rs.150/- per bag			300.00

(7) Total yearly market value after FFW.....1100.00

(8) Annual change in yield after FFW project.....Rs. 682.00

D. YEARLY CHANGE IN COSTS OF PRODUCTION:

Cost of Inputs before FFW:

Input Description & Valuation Basis	Total Cost (Rs.)
a. PLOUGHING - TWO DAYS	Rs. 20/- DAY 40.00
b. SEEDS - TWO MEASURES	Rs. 15/- MEASURES 30.00
c. WEEDING - TWO TIMES (5 PERSONS)	Rs. 4/- ONE PERSON 40.00
d. HARVESTING - WAGES IN KIND/CASH	97.00
e. TRANSPORTING PRODUCT	-
f. PESTICIDES	-
g. FERTILISERS	-

(9) Total cost of inputs before FFW project.....Rs.207.00

Cost of Inputs after FFW:

Input Description & Valuation Basis	Total Cost (Rs.)
a. PLOUGHING TWO DAYS Rs. 20/- DAY GROUNDNUT	40.00
b. SEEDS GRAMS TWO MEASURES Rs. 12/- MEASURE	24.00
c. WEEDING - TWO TIMES @ Rs. 4 x 5 PERSONS	40.00
d. HARVESTING GROUNDNUT IN KIND (ONE BAG)	80.00
e. TRANSPORT OF PRODUCE	15.00
f. PESTICIDES	-
g. FERTILIZERS	44.00
(10) Total cost of inputs after FFW project....Rs.	243.00
(11) Annual charge in production cost after FFW project.....Rs.	36.00

E. DESCRIPTION OF AGRICULTURAL CONDITIONS DURING ANALYSIS YEAR

Were the last two years typical or unusual? Typical

If unusual, please explain in a way which will be helpful in interpreting or adjusting the analysis: N/A

F. ANALYSIS FOR DETERMINING FARMER INCOME IMPROVEMENT:

Calculating the annual cost of the FFW project:

- (12) Estimate of the life of the improvement: Permanent (** Points Regarding Maintenance, Natural calamities have to be taken into consideration when and wherever necessary.
- Please describe the basis used for the estimate: Because I will be always using this land for the maintenance of my family.

(13) Annual cost of FFW improvement:

$$\text{Rs. } \frac{2025}{(\text{item } 5)} \div \frac{\text{N/A}}{(\text{item } 12)} = \text{N/A}$$

Comparison of the benefits and costs of FFW project:

(change in income) - (change in cost) = Net improvement in
(after FFW project) - (after FFW project) farmer income per
year after FFW

$$(14) \text{Rs. } \frac{682}{(\text{item } 8)} - \text{Rs. } \frac{36}{(\text{item } 11)} = \text{Rs. } 646/- \text{ per year}$$

$$(15) \text{Benefit/Cost Ratio} = \text{Rs. } \frac{646}{(\text{item } 14)} \div \text{Rs. } \frac{?}{(\text{item } 13)} = \text{N/A}$$

$$(16) \text{Payback Period} = \text{Rs. } \frac{2025}{(\text{item } 5)} \div \text{Rs. } \frac{646}{(\text{item } 14)} = 3 \text{ years}$$

Net improvement in farmer income per acre:

$$\frac{646.00}{(\text{item } 14)} \div \frac{1.5 \text{ acres}}{(\text{item } 2)} = \text{Rs. } 430/- \text{ year}$$

Based upon discussion with farmer and others, how would you adjust the results to accommodate weather variations etc? Please be as specific as possible. (1) Fluctuations in the market rate for Groundnut may change the result.

NON-ECONOMIC - IMPACT - LAND LEVELLING

Outcomes:

- 1) Income Increases
- 2) Asset Improvement (Land Value)
- 3) Personal achievement satisfaction
- 4) Social status improved
- 5) Eligibility for Bank Loan
- 6) Change in mode of cultivation
- 7) Possibility of switching over to wet cultivation/continued cultivation by sinking a well in future.

Indicators:

- 1) (a) Increase in the number of yield and number of bags.
(b) Increase in the amount of income.

- 2) Increase in the value of land (Rs. 3000/- to Rs. 6000/-).
- 3) (a) Recognition by the society on emerging a small farmer.
- 4) a small farmer.
- 5) Security for bank loan.
- 6) (a) Improved method of cultivation.
- (b) Improved number of cultivation.

FARMER INCOME IMPROVEMENT ANALYSIS

A. BACKGROUND INFORMATION:

Name of consignee:	Rev. Fr. Kurian Thomas (3-0014)
Name of Project Holder:	Fr. Sabastian
Type of FFW Project:	New Irrigation Well
Project Identification No.:	248/A/2-82
Location of FFW Project:	Kaduvancheeri
Name of beneficiary:	Mr. Bosco
Approx. annual family income:	Rs. 2000/-
No. of family members:	5
Annual income per family member:	Rs. 400/-
Date of interview and analysis:	28-9-83
Name of Analyst:	Mr. Christoraj & Co.

B. FOOD FOR WORK PROJECT DESCRIPTION:

Brief description of FFW project:	DIGGING 'ONE' NEW IRRIGATION WELL 30' DEPTH, 20'
Date of FFW project began:	5.3.82
Completed:	5.6.82
Number of beneficiaries in overall project:	45 beneficiaries
Size of FFW project:	3000 mandays

Number of acres improved for this beneficiary:	N/A acres.
Number of FFW mandays spent on this project beneficiary:	66 mandays.
Local market value of FFW commodities:	Rs. 8.70/- day

Value of all inputs associated with FFW improvement for this beneficiary.

Input Description		Value (Rs.)
(1)	a. FFW 66 mandays @ Rs.8.70/-per mandays	574.00
	b. CARITAS B. RELIEF FUND	35.00
	c. BENEFICIARY CONTRIBUTION (66 x 2)	132.00
	d. BENEFICIARY CONTRIBUTION (TOOLS) MATERIAL	100.00
	e. TRANSPORT CHARGES	30.00
(5)	g. Total project value.....Rs.	871.00

C. YEARLY CHANGE IN YIELD DERIVED FROM FFW PROJECT:

Yield for the year before FFW:

Crop- Season	Yield (# of Units)	Unit	Market Price Per Unit			Yearly Value Rs.
			Low	Ave	High	
GROUND- NUT	45 bags	40 kg.	Average	Rs. 120		5400.00

(6) Total yearly market value before FFW.....Rs.5400.00

Yield for the year before FFW:

Crop- Season	Yield (# of Units)	Unit	Market Price Per Unit			Yearly Value Rs.
			Low	Ave	High	
PADDY	45 bags	100 kg.	Average	Rs. 120		5400.00
PADDY	30 bags	100 kg.		Rs. 120		3600.00

(7) Total yearly market value after FFW.....Rs. 9000.00

(8) Annual change in yield after FFW project....Rs. 3600.00

D. YEARLY CHANGE IN COSTS OF PRODUCTION:

Cost of Inputs before FFW:

Input Description & Valuation Basis	Total Cost (Rs.)
a. COST OF SEEDS	600.00
b. FERTILIZERS	200.00
c. LABOUR 60 M/O Rate Rs. 12/-	720.00
d. MARKETING CHARGES (TRANSPORT GRAINDING)	180.00

(9) Total cost of inputs before FFW project Rs.1700.00

Cost of Inputs after FFW:

Input Description & Valuation Basis	Total Cost (Rs.)
a. SEEDS	700.00
b. FERTILIZERS	800.00
c. LABOUR 120 x 12	1440.00
d. MARKETING CHARGES (TRANSPORT)	350.00
e. PESTICIDES	300.00
(10) Total cost of inputs after FW project	Rs.3590.00
(11) Annual change in production cost after FFW project.....	Rs.1890.00

E. DESCRIPTION OF AGRICULTURAL CONDITIONS DURING ANALYSIS YEAR

Were the last two years typical or unusual? Normal

If unusual, please explain in a way which will be helpful in interpreting or adjusting the analysis: N.A.

F. ANALYSIS FOR DETERMINING FARMER INCOME IMPROVEMENT

Calculating the annual cost of the FFW project: 5 years

(12) Estimate of the life of the improvement 5 years
Please describe the basis used for the estimate WELL NEEDS TO BE DEEPENED, SINCE THE WATER MAY GO DOWN AFTER 5 YEARS OF USAGE.

(13) Annual cost of FFW improvement:

$$\text{Rs. } \frac{871}{(\text{item } 5)} \div \frac{5}{(\text{item } 12)} = \text{Rs. } 174 \text{ per year}$$

Comparison of the benefits and costs of FFW project:

(change in income) (change in cost) = Net improvement in
(after FFW project) (after FFW project) farmer income per
year after FFW

$$(14) \text{ Rs. } \frac{3600}{(\text{item } 8)} - \text{Rs. } \frac{1890}{(\text{item } 11)} = \text{Rs. } 1710 \text{ per year}$$

$$(15) \text{ Benefit/Cost Ratio: } \text{Rs. } \frac{1710}{(\text{item } 14)} \div \text{Rs. } \frac{174}{(\text{item } 13)} = 9.83$$

(16) Payback Period: Rs. $\frac{871.00}{(\text{item } 5)}$ \div Rs. $\frac{1710}{(\text{item } 14)}$ = 6 months

Net improvement in farmer income per acre:

$$\frac{1710}{(\text{item } 14)} \div \frac{1.5}{(\text{item } 2)} = \text{Rs. } 1140 \text{ year}$$

Based upon discussion with farmer and others, how would you adjust the results to accommodate weather variations etc? Please be as specific as possible. (1) SUPPLY OF WATER, (2) NATURE FAVOURED. (3) TECHNICAL ASSISTANCE FROM GOVT.

ASSET EFFECTIVENESS ANALYSIS

A. BACKGROUND INFORMATION:

Name of consignee:	Dev. Fr. Kurian Thomas (3-0014)
Name of Project Holder:	Mr. Sabastian
Type of FFW Project:	Lost Cost Housing
Project Identification No.:	520/85/2-80
Location of FFW Project:	Singha Perumal Koil
Name of beneficiary:	Mr. Kupeusamy
Approx. annual family income:	Rs. 3000/-
No. of family members:	5
Annual income per family member:	Rs. 600/-
Date of interview and analysis:	28-9-83
Name of Analyst:	Mr. Vincent & Co.

B. FOOD FOR WORK PROJECT DESCRIPTION:

Brief description of FFW project:	FOUNDATION WITH STONES, FLOOR WITH MUD, ROOF WITH TILES, WALLS WITH BRICKS. 20' x 15'
Date of FFW project began:	7.2.80
Completed:	31.3.80
Number of beneficiaries in overall project:	5 beneficiaries
Size of FFW project:	1500 mandays
Number of acres improved for this beneficiary:	N.A.
Number of FFW mandays spent on this project beneficiary:	300 mandays.
Local market value of FFW commodities:	Rs. 9/- day

Value of all inputs associated with FFW improvement for this beneficiary.

Input Description.	Value (Rs.)
(1) a. FFW 300 mandays @ Rs. 9/- per mandays	2700
b. TILES	200
c. BRICKS	450
d. STONES	100
e. SAND AND LIME	150
f. WOODEN RAFTERS	400
g. LABOUR CHARGES	300
(2) Total FFW project value.....	4300

LOAN FROM BANK Rs. 1000/- SAVINGS Rs. 600/-

Percentage of asset cost which is FFW:

$$\frac{2700}{(\text{item 1})} \div \frac{4300}{(\text{item 2})} \times 100 = 63\%$$

INPUT DESCRIPTION BY SOURCE:

(3) Amount of total asset which is the contribution of the Project beneficiary's own funds	600/-
(4) Amount of total asset which has been contributed by a donor organisation, or local voluntary organisation	NIL
(5) Amount of total asset which has been taken in loan or from government program	1000/-
Percentage contribution by each component	
(6) Food For Work Component Item 1 divided by Item 2	63%
(7) Project Beneficiary Component Item 3 divided by Item 2	14%
(8) Donations of Voluntary Agency Component - Item 4 divided by Item 2	NIL
(9) Loan and Government scheme component - Item 5 divided by Item 2	23%

C. ASPECTS OF EFFECTIVENESS:

(10) Number of beneficiaries utilising the asset:	5
(11) Cost/Beneficiary Ratio:	860
(12) Estimated life of asset:	20 years
(13) Annual Cost/Beneficiary Ratio:	43

(14) In addition to the above the following non-economic out-comes were existing and the corresponding indicators were observed:

- 1) Increased transport facilities. The people are using Government buses.
- 2) Improved marketing facilities. Village market came up after the project
- 3) Improved social contacts. People from other villages visiting common festivals, feasts, etc.

One issue that came up was the valuation of the commodities. The value should be the market value of the commodities at the time of implementation. A request was made for guidelines for input description. Also the formats should specify which questions should be answered by the project holder and which should be answered by the project beneficiary. Guidelines should also be given from CRS for the estimation of the life of each project type improvement. It was also believed that for the Consignee Workshops some project beneficiaries should be invited.

Participants were then showed how different findings from the analytical forms could be used for learning. Comparisons of income improvement with the initial income of the former and the proportion of contribution towards a low cost house could help us select the most needy beneficiaries.

There was then a last group exercise synthesizing the information of the full three days. It is shown below:

SYNTHESIS OF MADRAS ZONE

S. NO.	PROJECT TYPE	BROAD OUTCOMES ASSET INCOME BLDGS. IMP.	ECONOMIC MEASURES OF DEVELOPMENT IMPACT	NON-ECONOMIC INDICATORS OF DEVELOPMENT IMPACT
1. A-5	Bund Construction	_ /	Income improvement per acreage per year	Improved cultivation
2. A-6	Land Cleaning Levelling	_ /		Improved health Saving - Co-operation.
3. A-7	Bench Terracing/ Slope Land Reclm.	_ /		
4. A-8	Reforestation	_ /	Income improvement per family per year	Scientific farming.
5. A-9	Pasture and Forage Development.	_ /		More cattle/poultry
6. A-10	Fisheries Development	_ /		Improved Nutrition Food availability
7. B-4	Community Centre/ Sch. ol/Godown	_ /	Total asset value. (FFW contribution, beneficiary contri- bution and other).	Vocation training Better health & nutrition classes More community meetings Women's Association formed Constructive use of leisure time.

S. NO.	PROJECT TYPE	BROAD OUTCOMES		ECONOMIC MEASURES OF DEVELOPMENT IMPACT	NON-ECONOMIC INDICATORS OF DEVELOPMENT IMPACT
		ASSET BLDGS.	INCOME IMP.		
8. B-5	Low Cost Housing	_ /		Total asset value. (FFW contribution, beneficiary contri- bution and other).	Health Savings Community acceptance.
9. D	Construction of Drains/Ditches/ Latrines/Sewage/ Disposal Tanks.	_ /		Total asset value. (FFW contribution, beneficiary contri- bution and other).	Health.
10.	New Irrigation Well		_ /	1. Cost-Benefit Ratio 2. Pay Back Period	(a) Improved Seeds/ Fertiliser. (b) Chit Fund Membership (c) Kitchen Garden (d) Less Borrowing from Money Lenders.
11.	Irrigation Well Deepening		_ /	Cost-Benefit Ratio Pay Back Period	(a) Improved Seeds/ Fertiliser. (b) Chit Fund Membership (c) Kitchen Garden (d) Less Borrowing from Money Lenders.
12.	Tanks/Dams		_ /	Cost-Benefit Ratio Pay Back Period	(a) Improved Seeds/ Fertiliser. (b) Chit Fund Membership (c) Kitchen Garden (d) Less Borrowing from Money Lenders.

S. NO.	PROJECT TYPE	BROAD OUTCOMES ASSET INCOME BLDGS. IMP.	ECONOMIC MEASURES OF DEVELOPMENT IMPACT	NON-ECONOMIC INDICATORS OF DEVELOPMENT IMPACT
13.	Irrigation Canals	_ /	Cost-Benefit Ratio Pay Back Period	(a) Improved Seeds/ Fertiliser. (b) Chit Fund Membership. (c) Kitchen Garden (d) Less Borrowing from Money Lenders.
14.	Road	_ /	% Ratio	- Better Price to Producer - Appreciation in Land Value - Reduction in Communicable Diseases.
15.	Bridge	_ /	% Ratio	
16.	Drinking Water Wells	_ /	Asset Value	- Reduction in Water-Borne Diseases.

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The final session of the day was a review. Mr. Rozario stated that the direction was clear and that the opportunity has been given to improve the existing work. Mr. Royan said that as a result of the workshop he expected a positive impact on field work. Mr. Theophilus said that the idea of development impact in Food-For-Work has matured. Mr. Ashirvadam said that he felt a sense of satisfaction, but that time was too short for the full task. Something concrete has been accomplished. Mr. Vincent expressed the desire to try out this instrument in the field. Thomas said it had been a helpful workshop. Mr. Christ Raj thought that more freedom should have been given to the participants to enable them to give more independent thought to the formats. Mr. Sebastian said that having more direction was better and saved time. He gave his experience from the Pilot Workshop to support this. Mr. D'Silva said that it was "the end of the beginning".

Mr. Nelson then spoke about the interest of USAID in the work. He said that it was natural for people to feel tired after such a long session but that the productiveness that had taken place might not be so easily seen, but would become evident.

Mr. Murray then expressed his thanks to the participants for their hard work and good efforts. He requested Mr. Rogers to say a closing prayer.

The facilitation for the workshop was done by Mr. George Koreth, Mr. Brij Kapur and Ms. Kiron Wadhwa of ACORD in cooperation with Mr. George Thomas and Mr. Donald Rogers of CRS/ New Delhi. Mr. David Nelson and Mrs. Hema Ramaswamy of USAID were observers.

CALCUTTA ZONAL WORKSHOP
SEPT. 30, OCTOBER 1 & 3, 1983

PARTICIPANTS:

- | | |
|------------------------|--------------------|
| 1. Ms. Vivian Marin | - Zonal Director |
| 2. Mr. Job Thekkedath | - Program Reviewer |
| 3. Mr. Biswajeet Singh | - Field Reviewer |
| 4. Mr. Soumen Seal | - Field Reviewer |
| 5. Mr. Sushanto Biswas | - Field Reviewer |
| 6. Mr. Nikhil Hazara | - Field Reviewer |
| 7. Fr. Ivo La Ferla | - Consignee |
| 8. Fr. P. L. Sebastian | - Consignee |

The meeting opened with a prayer by Fr. Sebastian.

Ms. Marin welcomed the participants and encouraged them to be very active in their participation. Then a brief description of the purpose of the workshop was provided. The description emphasized the need to defend the Food for Work Program and the resources that are annually donated for the program. This was because many people are either uninformed about the benefits or very sceptical that it is anything different from the earlier family feeding programs. That there is a developmental impact from Food for Work, is very well known by consignees and CRS alike. But to be able to document and express it to others is a new challenge. The new system which is being designed based on the draft report of Dr. Drake will enable project holders and consignees to objectively analyze their projects and improve their project selection, planning, implementation and management of them. Then the purpose of the workshop was handed out, which stated:

To review, analyse, modify if necessary and improve upon the draft 'Project Management Monitoring and Evaluation System' as suggested by Dr. Drake, and the team consisting of CRS, ACORD and USAID personnel; including inputs gathered in relation to the system during the pilot workshop.

Two new ideas were hoped to be conveyed to all participants.

- 1) Realize the need to emphasise development in Food For Work.
- 2) Realize the need to be able to express simply this development to others.

There were also two expectations which we would like to convey about the purposes of the new FFW system.

- 1) Improve our project planning, selection and implementation.
- 2) Defend the resources being allocated for Food For Work.

Since very little has been done towards capturing development impact, our work would be a pioneering effort.

The next session concentrated on what was development in relation to Food For Work. People responded that development was

- 1) qualitative change in the people,
- 2) creation of assets,
- 3) socio-economic change in life,
- 4) an increase in income, and
- 5) independent action by people.

Further refined concepts of development brought in the aspects of planning, direction and progress.

For the next session, the participants were placed into two small groups and requested to list ways of measuring economic development impact. The result from the session are:

WAYS OF MEASURING DEVELOPMENT IMPACT-ECONOMIC

PROJECT TYPE	MEASURES SUGGESTED
Road Construction	<ul style="list-style-type: none">- Measuring rates of sales and purchase before and after FFW Project.- Rate of reduction in cost of production of goods and services and increase in outputs.- Rate in change of price of land before and after Food For Work.
Land Levelling	<ul style="list-style-type: none">- Weight increase of product produced.- Income and rate of saving increase of the people.

Tanks/Dams/Reservoirs

- Change in ratio of cost of production to income and savings.
- Increase in asset value of the land levelled.
- Net gains from cultivation.
- Proceeds from the sale of fish.
- Number of additional crops raised.

Irrigation Wells

- Number of acres cultivated.
- Additional employment opportunities created.

Low Cost Housing

- Saving of recurring expenses on house repair.
- Greater security from fire and theft.

The next session was a description for the need to document and standardise the information which we would be collecting. Participants were asked to continue working in small groups and list the important questions that an interview should cover to learn what the economic developmental impact has been.

The group began with a guideline sheet which included the headings from the format which Dr. Drake had designed. After working on this for a while to elicit original group ideas, the forms of Dr. Drake in full were then provided to each group to review. Participants were asked to give their suggestions to improve the forms of Farmers Income Improvement and Asset Effectiveness. The suggestions of Farmers Income Improvement were:

SUGGESTIONS ON F.I.I. ANALYSIS

A. UNDER BACKGROUND INFORMATION:

A question: "Other Sources of Income" should be included,

- No. of Family Members/Annual Income per family member.

Both questions need not be asked.

- Details of the Beneficiary's Land Holding may be asked including the nature of the Land.

B. UNDER FOOD FOR WORK PROJECT DESCRIPTION:

- Add "purpose" instead of "Brief Description" which is not giving a clear indication as to what needs to be entered.

- The "Date" FFW Project began may be difficult to ascertain.
It is also doubtful whether the factual date matters.
What seems to be relevant is the year the Project was carried out.

C. UNDER YEARLY CHANGE IN YIELD:

- The word "Average" under "Market Price per Unit" may be changed to "Median" as the word average has a different connotation than the method suggested of taking the median value of the high and low in any particular year.

D. UNDER "DESCRIPTION OF AGRICULTURAL CONDITIONS DURING ANALYSIS YEAR":

- It may be more useful to ask for comments only against rainfall in the form of a 4-point scale i.e. High/ Moderate/ Low/ Drought.
- The words "interpreting or adjusting" may be changed to read "interpreting" as there is little possibility of making any specific adjustment.

Before the asset effectiveness suggestions were given the day time was completed and their was a day's review.

The review indicated that people were happy to look into this aspect of CRS's work for the first time. Fr. Sebastian cautioned of the variable nature of the different locations and on the instrument's insensitivity to it. Some staff members expressed uncertainty of whether CRS could do this type of analysis, with existing staff members and resources.

DAY TWO

The second day began with the small groups giving their suggestions for improvements in the Asset Effectiveness Analysis Report.

SUGGESTIONS ON ASSET EFFECTIVENESS ANALYSIS

A. UNDER BACKGROUND INFORMATION:

- The same suggestions as made for the Farmer Income Improvement Analysis form may be applicable in this Form.

B. UNDER "INPUT DESCRIPTION":

- There may be a difference between the Source of Funds and the type of inputs. These need to be categorised separately so that at the analysis stage in 6,7,8,9 there is no confusion between actual physical inputs and their sources e.g.voluntary agencies, government, beneficiary, etc.,

Then the group proceeded to the brain storming session of listing all of the developmental impacts which FFW caused. The list included the following:

BRAINSTORMING ON NON - ECONOMIC IMPACT:

- Encouraging other Agencies to contribute
- Increased Entrepreneurship
- Independence of the Beneficiary
- Supplementing Govt. Efforts in Development
- Increased Communication
- Increased Transportation
- Self Reliance of the people
- Increased Social Expectation

- Increase in availability of Essential Services.
- Improved Health and Hygiene
- Creation of Additional Employment
- Increased consumption of goods and services.
- Working Harder
- Higher Land Usage
- More Leisure Time
- Makes good Housewives
- Reduction in Mortality
- Increase in Thefts/Crime
- Increase in Drinking Habits
- Improved life management skills
- Increased Land Fragmentation
- More Shopping facilities
- Greater Price Stability
- Getting Rid of Caste Barriers
- Increased Mechanisation
- Bridges gap between communities.
- Increased Technical Know-How
- Decrease in Family Size
- More dependence on FFW
- More Expenditure on Weddings
- Increased Industrial Growth
- Creation of Political Barriers
- Creation of More Assets
- Greater Cultural Development
- Greater Political Awareness
- Realisation that Unity is Strength
- Community Feeling
- Greater Awareness of Political Needs
- Increased Literacy
- Increased Migration/Mobility of Labour
- Better Saving Habits
- Make Govt. Officials Work
- Reduced Migration to Urban Centres
- Better Use of Community Resources
- Increase in Status
- Increased Standard of Living

Then there was a short session in which the list of results or outcomes listed above was described as being too general for proper review and therefore, there was the necessity to make them more specific. The outcome of more specific would become an indicator. Then the example of education was taken to show the difference between outcomes and indicators.

Then the participants were divided into small groups and each group was asked to provide outcomes for a few project types. Then they were to further specify these outcomes with indicators for each.

The group work results are shown below:

SPECIFYING DEVELOPMENT IMPACT

AREA	OUTCOMES	INDICATORS	
Tanks/Dams Reservoirs	a) Improvement of health	a) i) Increased cereal for protein consumption.	
		ii) Change in type of food in take (High Protein)	
		iii) Use for domestic washing/bathing.	
	b) Community Participation	b) i) Maintenance of Assets (Contribution & Labour)	ii) Community farming/co-operation
			iii) Leisure time/recreation facilities
			iv) Frequency of meeting and social gathering.
	c) Self sufficiency	c) i) Elimination of middlemen, money lenders.	ii) Savings/debt-redemption
			iii) Increase of personal/household assets.
			iv) Increase of technical know how/skill.
	Drinking Water Well	a) Improvement of health	a) i) Reduction of incidence of gastro problems, water prone disease.

- | | | |
|---------------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------------------------------|
| | b) Self Reliancy | b) i) Formation of kitchen garden. |
| | | ii) Increased opportunity for other household work due to proximity of water availability |
| Low Cost Housing (Frequency is over a period of two year or its multiple) | a) Improved standard of Living | a) i) Stability of employment |
| | | ii) Reduction in migration to seek employment. |
| | | b) i) Efforts to look for employment opportunity near residence |
| | | ii) Decrease of Fertility |
| | | iii) Acquiring of more household goods. |
| | | iv) Savings/saving awareness. |
| | | v) Feeling of security/surety/guarantor |
| | | vi) Increase in the frequency of community participation |
| | | vii) Recognition in the community. |
| Vocational Training | a) Acquiring skills | a) i) Employment opportunities using the acquired skills. |
| | | ii) Percentage of time utilized for self employment after acquiring skill. |
| Community Centres | Vocational Training | - Increase in earning potentialities through handicrafts of the trainees. |

		<ul style="list-style-type: none"> - Grahini training program which helps the young women to become housewives and improving their family life.
	Discussion on different problems and finding solutions for the development of their own community.	<ul style="list-style-type: none"> - Increased meetings and gatherings.
	Awareness among villagers	<ul style="list-style-type: none"> - Sharing of experiences No. People's participation and involvement in the discussion.
	Breaking Caste and Class Barriers	<ul style="list-style-type: none"> - People from different castes participating in the same functions.
Irrigation Wells	Water for irrigation, drinking, cooking and washing.	<ul style="list-style-type: none"> - Security feeling even if rain does not come they are sure of cultivating the fields and they begin to plough. More land brought under cultivation. - Additional employment in weeding, planting, harvesting.
	Improvement in living standard	<ul style="list-style-type: none"> - Less dependency on money lenders. - Prevents water borne diseases. - Measuring the annual income from land products. - Saving for education, better clothes, etc.
Road Construction	Increase in means of communication	<ul style="list-style-type: none"> - More children attending school

	Business opportunity for the local people	- Increase income and saving of the villagers benefiting from the road
	Increase in employment opportunity	- Introducing bus service, trucks can bring things from outside and take farm produce to the market. - With the introduction of bus service - Cycle repair shops - Grocery shops - Tea shops etc.
	Initiating further development by Government	- Making the pucca road - Bringing electricity to the village.
Bund Cons- truction	Prevention of floods	- Saving houses, crops and cattle - Serves as temporary shelter during flood
	Increase in area of cultivation	- Increase in farm production of local people.
	Opportunity for creating other assets	- Construction of new tanks and levelling fields.
School	Increase in educational facilities	- Increase in enrolment of children in school and regular attendance. - No. of teachers employed.
	Opportunity for adult education	- No. of adults who may be attending the night classes conducted.

Improved health care	- Survey health services conducted in school, and regular checking of health.
Social change in backward class	- Increase in No. of backward class children attending school.
Improved Discipline	- Reduction in juvenile delinquency. (since they attend school less time is available for committing crimes)
Increased status of women	- Increase in No. of girls attending school.

The group then quickly divided the project types by the two different types of analytical tools which they believed they would need to use. The categorization that was made is as under:

CATEGORISATION OF PROJECTS

Project Type	Income Imp.	Asset Bldg.	Neither
A1. New Irrigation Wells	-/		
A2. Irrigation Wells/ Deepening cleaning	-/		
A3. Tanks/Dams/Reservoirs	-/		
A4. Irrigation Canals	-/		
A5. Band Construction/ Repairs		-/	
A6. Land Clearing/ Levelling	-/		
A7. Bench Terracing/ Land Reclamation	-/		
A8. Reforestation	-/		
A9. Pasture and forrage Dev.	-/		
B1. Fisheries Dev.	-/		
B2. Road Construction/ Repairs		-/	
B3. Bridge Construction		-/	
B4. Drinking Water Wells		-/	
B5. School/Community Centre/Health Centre		-/	
C. Training/Ed. Vocational			-/
D. Construction of Drains/ Ditches		-/	

The final work session of the day dealt with the pictorial of the entire monitoring system which was suggested by Dr. Drake. The question which arose was whether the staff would be able to take up any new complex responsibility, since the existing accounting and monitoring responsibilities still required a lot of work and were very time consuming. The fact that Dr. Drake had recommended so few analytical studies to emphasize the importance of quality relived some concern.

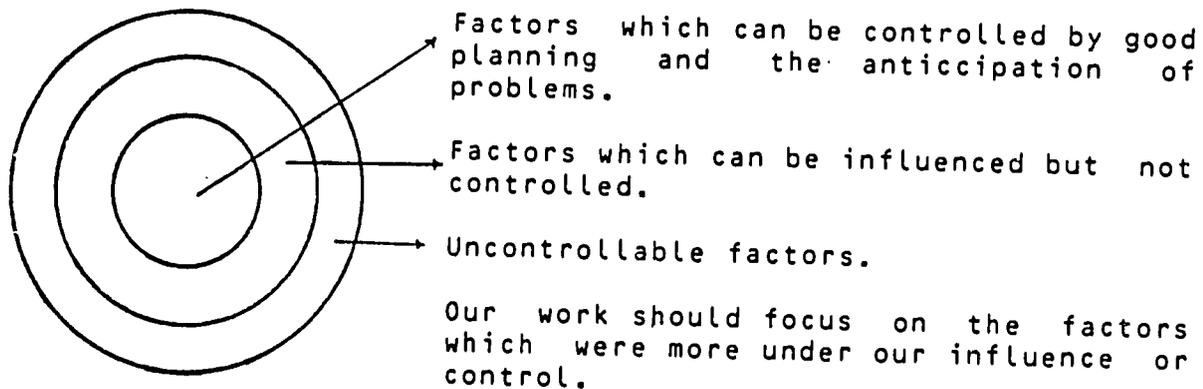
The last session was a review. Some comments were that some of the thoughts about non-economic indicators could be used in the field, and that learning and documenting the benefits was interesting. Some one else felt that the idea of studying development impact was not necessary.

DAY THREE

Mr. George Koreth replaced Mr. Brij Kapur as one of the ACORD facilitators and introduced himself. He asked the group to briefly fill him in about the two earlier days of the workshop. Miss Marin spoke about the need to work on this last day to examine our projects of FFW with respect to their development impact. She encouraged people to put the problems and issues of the recent audit experience behind them for the time being and work for the future of the new system.

Then there was a session about development and how difficult it is to assess and describe, but that it is our duty to express it, as accountability alone does not suffice.

He realized that working in development involves dealing with certain variables that were neither under our influence nor control. This diagram explains the concept:



A case study, which, was one of the parts of Dr. Drake's system, could be the instrument for learning about the process which the community went through during its development. It captures and conveys the human story, by going below the surface facts and content to the process.

Some of the questions which came under discussion which might be suitable for inclusion in the case study were:

- 1) Why the project is being undertaken?
- 2) What were the positive and negative outcomes of the project?
- 3) What did we learn from the experience?

Then small groups were formed to fill out the development impact format to assess their utility. Each consignee took a project of which he was familiar and provided the rest of the group with the information which they needed to fill out the format.

The groups took both types of projects, income improvement and asset. The forms are shown below:

FARMER INCOME IMPROVEMENT ANALYSIS

A. BACKGROUND INFORMATION:

Name of Consignee:	Fr. Yvo La Ferla
Name of Project Holder:	Fr. Maria Lucus
Type of FFW Project:	Irrigation Tank
Project Identification No.:	A3/007/82
Location of FFW Project:	Majlispur
Name of beneficiary:	Zacarius Tuddu
Approx. annual family income:	Rs. 7200/-
No. of Family Members:	6
(1) Annual income per family member:	Rs. 1200
Date of interview and analysis:	3.10.83
Name of Analyst:	Soumen/Nikhil/Biswajit

B. FOOD FOR WORK PROJECT DESCRIPTION:

Brief description of FFW Project:	LOW LAND LEVELLING TO THE ROAD HEIGHT ON DIGGING THE TANK.
Purpose:	FISHING FOR SELF AND IRRIGATION FOR ADJACENT LAND HOLDING.

Date FFW project began: 1.3.82
 Completed: 15.5.82
 Number of beneficiaries in overall project: 6+4 beneficiaries family
 Size of FFW project: 1000 mandays
 (2) Number of acres improved for this beneficiary: 1/2 acres.
 (3) Number of FFW mandays spent on this project beneficiary: 1000 mandays
 (4) Local market value of FFW commodities: Rs. 7.80 per manday

Value of all inputs associated with FFW improvement for this beneficiary:

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Input Description	Value (Rs.)
a. FFW 1000 mandays @ Rs. 7.80 per manday	7800.00
b. Storage, handling, transportation	1020.50
(5) c. Total FFW project value.....Rs.	8820.50

C. YEARLY CHANGE IN YIELD DERIVED FROM FFW PROJECT:

Yield for the year before FFW: - NIL

Yield for the year following FFW:

Crop Season	Yield (# of Units)	Unit	Market Low	Price Ave	Per Unit High	Yearly Value Rs.
Fish	100 Kgs.	@ Rs. 10/-				1000.00
Kitchen Garden	Bananas, Cucumber, Vegetables					500.00
(7)	Total yearly market value after FFW.....					1500.00
(8)	Annual change in yield after FFW project.....					1500.00

D. YEARLY CHANGE IN COSTS OF PRODUCTION:

Cost of Inputs before FFW: - NIL

(9) Total cost of inputs before FFW project - NIL

Cost of Inputs after FFW:

Input Description & Valuation Basis	Total Cost (Rs.)
a. FISH SEEDS (ROHI & KATLA) Rs. 15 per spoonful	60.00
b. OIL CAKE Rs. 2/- per kg.	40.00
c. VEGETABLE SEEDS (Excluding the labour for Kitchen Garden)	20.00
(10) Total cost of inputs after FFW project....Rs.	120.00
(11) Annual change in production cost after FFW project.....Rs.	120.00

E. DESCRIPTION OF AGRICULTURAL CONDITIONS DURING ANALYSIS YEAR

Were the last two years typical or unusual? Typical

F. ANALYSIS FOR DETERMINING FARMER INCOME IMPROVEMENT:

Calculating the annual cost of the FFW project:

(12) Estimate of the life of the improvement: 20 Years
 Please describe the basis used for the estimate: SINCE THE LAND LEVEL IS NOW HIGHER - NO SILTING. HEAVY RAINFALL WILL NOT BREAK THE SIDES.

(13) Annual cost of FFW improvement:

$$\text{Rs. } \frac{8820.50}{(\text{item } 5)} \div \frac{20.00}{(\text{item } 12)} = \text{Rs. } 441 \text{ per year}$$

Comparison of the benefits and costs of FFW project:

(change in income) - (change in cost) = Net improvement
 (after FFW project) - (after FFW project) in farmer
 income per year
 after FFW

$$(14) \text{ Rs. } \frac{1500}{(\text{item } 8)} - \text{Rs. } \frac{120}{(\text{item } 11)} = \text{Rs. } 1380 \text{ per year}$$

(15) Benefit/Cost Ratio:

$$\text{Rs. } \frac{1380}{(\text{item } 14)} \div \text{Rs. } \frac{441}{(\text{item } 13)} = \text{Rs. } 3.13$$

16) Payback Period:

$$\frac{\text{Rs. } 8820.50}{(\text{item } 5)} \div \frac{\text{Rs. } 1380}{(\text{item } 14)} = 6.4 \text{ yrs.}$$

Net improvement in farmer income per acre:

$$\frac{1380}{(\text{item } 14)} \div \frac{1/2}{(\text{item } 2)} = \text{Rs. } 2760 \text{ year}$$

Based upon discussion with farmer and others, how would you adjust the results to accommodate weather variations etc?
Please be as specific as possible: N/A

NON-ECONOMIC BENEFITS

- | | |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Improvement of health | - Kitchen garden.
High protein (fish)
Washing/Bathing.
Building of further
hygienic/sanitation
conditions. |
| Community participation | - Since the adjacent low
lying field will get
irrigation facilities -
Community co-operation. |
| Community Impact | - From planting of coconut
trees in this plot, other
have also taken up
such plantations which
were devoid before. |
| Self-sufficiency | - Shelter-house-security.
Additional income-saving
Increase of technical
knowhow. Security from
flood waters. Fencing
& hedging of land area. |
| Economic | - Rent payable before eli-
minated. Other planting
which will bear further
income (coconut trees). |

FARMER INCOME IMPROVEMENT ANALYSIS

A. BACKGROUND INFORMATION:

Name of consignee:	Fr. P.L. Sebastian
Name of Project Holder:	Fr. Victor G. L.
Type of FFW project:	Land Levelling
Project Identification No.:	A6/500/82
Location of FFW Project:	William Nagar
Name of beneficiary:	Mr. Sankma
Approx. annual family income:	Rs. 1200/-
No. of family members:	7
(1) Annual income per family member:	Rs. 170/42
Date of interview and analysis:	3/10/83
Name of Analyst:	Mr. Job & Co.

B. FOOD FOR WORK PROJECT DESCRIPTION:

Brief description of FFW project:	49 ACRES (3 BIGHAS) OF LAND TO BE CUT AND MADE INTO PLOTS BY CUTTING BUSHES, DIGGING AND CARRYING THE EARTH.
Date FFW project began:	1.3.82
Completed:	30.6.82
Number of beneficiaries in overall project:	35 beneficiaries
Size of FFW project:	26300 mandays
(2) Number of acres improved for this beneficiary:	one acre
(3) Number of FFW mandays spent on this project beneficiary:	700 mandays
(4) Local market value of FFW commodities:	Rs. 4/50 manday

Value of all inputs associated with FFW improvement for this beneficiary:

	Value (Rs.)
a. FFW 700 mandays @ Rs. 4/50 per manday	3150.00
b. TRANSPORTATION	193.00
c. TOOLS	50.00
(5) d. Total FFW project value.....Rs.	3393.00

$$\frac{3150}{3393} \times 100 = 92.8 \%$$

C. YEARLY CHANGE IN YIELD DERIVED FROM FFW PROJECT:

Yield for the year before FFW: - NIL

Yield for the year following FFW:

Crop- Season	Yield (# of Units)	Unit	Market Low	Price Ave	Per UNIT High	Yearly Value Rs.
Paddy (Champali)	800 Kg.	@ Rs. 2/- per Kg.		1600.00		1600.00
(7)	Total yearly market value after FFW.....Rs.					1600.00
(8)	Annual change in yield after FFW project.....Rs.					1600.00

D. YEARLY CHANGE IN COSTS OF PRODUCTION:

(9) Cost of Inputs before FFW: - NIL

Cost of Inputs after FFW:

Input Description & Valuation Basis	Total Cost (Rs.)
a. Hiding Bulls for Ploughing	120.00
b. Labour for Ploughing, Preparation & Planting	50.00
c. Seeds 25 Kg. @ Rs. 2/- per Kg.	50.00
d. Labour for Harvesting, Threshing, Etc.	60.00

(10) Total cost of inputs after FFW project.....Rs. 280.00

(11) Annual change in production cost
after FFW project.....Rs. 280.00

E. DESCRIPTION OF AGRICULTURAL CONDITIONS DURING ANALYSIS YEAR:

Were the last two years typical or unusual? Typical

F. ANALYSIS FOR DETERMINING FARMER INCOME IMPROVEMENT:

Calculating the annual cost of the FFW project:

(12) Estimate of the life of
the improvement: - 10 years

Please describe the basis used for the estimate:

- IT IS TAKEN FOR GRANTED THAT THERE WILL NOT BE ANY NATURAL CALAMITIES WITHIN TEN YEARS. THE YEARLY EROSION WILL BE COMPENSATED BY MAINTENANCE BY THE PROJECT BENEFICIARY.

(13) Annual cost of FFW improvement:

$$\text{Rs. } \frac{3393}{(\text{item } 5)} \div \text{Rs. } \frac{10}{(\text{item } 12)} = \text{Rs. } 339 \text{ per year}$$

Comparison of the benefits and costs of FFW project:

(change in income) _ (change in cost) = Net improvement
(after FFW project) - (after FFW project) in farmer
income per year
after FFW

$$(14) \text{ Rs. } \frac{1600.00}{(\text{item } 8)} - \text{Rs. } \frac{280}{(\text{item } 11)} = \text{Rs. } 1320.00 \text{ per year}$$

(15) Benefit/Cost Ratio:

$$\text{Rs. } \frac{1320}{(\text{item } 14)} \div \text{Rs. } \frac{339}{(\text{item } 13)} = \text{Rs. } 3.89$$

(16) Payback Period:

$$\text{Rs. } \frac{3393.00}{(\text{item } 5)} \div \text{Rs. } \frac{1320.00}{(\text{item } 14)} = 2.57 \text{ yrs.}$$

Net improvement in farmer income per acre:

$$\frac{1320.00}{(\text{item } 14)} \div \frac{1.00}{(\text{item } 2)} = \text{Rs. } 1320.00 \text{ year}$$

Based upon discussion with farmer and others, how would you adjust the results to accommodate weather variations etc?
Please be as specific as possible: N/A

NON-ECONOMIC IMPACT

Land Levelling

Social - Sending his child to the hostel for education.
- Better food and clothes.

- Employment opportunity to others in village.
 - Savings in kind.
 - Recognition in society.
- Health - Better health and less diseases.
- Personal - Less dependent on money lenders.

ASSET EFFECTIVENESS ANALYSIS

A. BACKGROUND INFORMATION:

Name of consignee:	Fr. Yro La Ferla
Name of Project Holder:	Fr. Lamethiari
Type of FFW Project:	Irrigation Cum Drinking Water Well
Project Identification No.:	B3/505/78
Location of FFW Project:	Timpahar
Name of beneficiary:	Churke Murmu
Approx. annual family income:	Rs. 800/-
No. of family members:	7
Annual income per family member:	Rs. 114.30/-
Date of interview and analysis:	3.10.83
Name of Analyst:	Soumen/Nikhil/Biswajit

B. FOOD FOR WORK PROJECT DESCRIPTION:

Brief description of FFW project: PROJECT IS PROCESSED BY BLASTING ROCK METHOD HAVING DIAMETER OF 30' AND 60' DEEP MEANT BOTH FOR IRRIGATION AND DRINKING PURPOSE.

Date FFW project began:	22.2.78
Completed:	10.8.78
Number of beneficiaries in overall project:	15 beneficiaries
Size of FFW project:	1300 mandays
Number of acres improved for this beneficiary:	acres
Number of FFW mandays spent on this project beneficiary:	87 mandays
Local market value of FFW commodities:	Rs. 4.50 + 1.05 = Rs. 5.55 per manday

Value of all inputs associated with FFW improvement for this beneficiary.

	Input Description	Value (Rs.)
(1)	a. FFW 1300 mandays @ Rs. 5.55/- per manday	7215.00
	b. Blasting-dynamite, detonator, gelatin, fuse	600.00
	c. Labour, Administration, Cement	7400.00
(2)	d. Total FFW project value.....Rs.	15215.00

Percentage of asset cost which is FFW:

$$\frac{7215}{(\text{item 1})} \div \frac{15215}{(\text{item 2})} \times 100 = 47.42 \%$$

INPUT DESCRIPTION BY SOURCE:

3.	Amount of total asset which is the contribution of the project beneficiary's own funds	NIL
4.	Amount of total asset which has been contributed by a donor organisation, or local voluntary organisation	NIL
5.	Amount of total asset which has been taken in loan or from government program	8000/-
	Percentage contribution by each component	
6.	Food For Work Component (Item 1 divided by Item 2)	47.42%
7.	Project Beneficiary Component (Item 3 divided by the Item 2)	N/A
8.	Donations of Voluntary Agency Component - (Item 4 divided by Item 2)	N/A
9.	Loan and Government scheme component - (Item 5 divided by Item 2)	52.58%

C. ASPECTS OF EFFECTIVENESS:

10.	Number of beneficiaries utilising the asset	15 + 100 (Agriculture & Drilling)
-----	---------------------------------------------	-----------------------------------

11. Cost/Beneficiary Ratio
Item 2 divided by Item 10 Rs. 132/-
12. Estimated life of asset 60 yrs.
13. Annual Cost/Beneficiary ratio
Item 11 divided by Item 12 Rs. 2.2
14. In addition to the above the following non-economic outcomes were existing and the corresponding indicators were observed:
- Improved Health - Cattle not washed in the brook only
No cholera, less goiter
- Advantages - No hygenic water, source within the area before
- Irrigational facilities enhanced.
- Community participation - Maintenance of well/co-operation family

ASSET EFFECTIVENESS ANALYSIS

A. BACKGROUND INFORMATION:

Name of consignee:	Fr. Augustine
Name of Project Holder:	Fr. John
Type of FFW Project:	Drinking Water Well
Project Identification No.:	B3/501/82
Location of FFW Project:	Sukananda
Name of beneficiary:	Mr. Biswal
Approx. annual family income:	Rs. 1000/-
No. of family members:	8
Annual income per family member:	Rs. 125/-
Date of interview and analysis:	3.10.83
Name of Analyst:	Mr. Sushanta & Co.

B. FOOD FOR WORK PROJECT DESCRIPTION:

Brief description of FFW project:	TO DIG A WELL OF 10' DIAMETRE AND 40' DEEP
Date of FFW project began:	1.1.83
Completed:	30.3.83

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Number of beneficiaries in overall project:	30 beneficiaries
Size of FFW project:	1300 mandays
Number of acres improved for this beneficiary:	N/A
Number of FFW mandays spent on this project beneficiary:	43 mandays
Local market value of FFW commodities:	Rs. 6/- day

Value of all inputs associated with FFW improvement for this beneficiary.

Input Description	Value (Rs.)
(1) a. FFW 43 mandays @ Rs. 6/- per manday	258.00
b. Transportation	20.00
c. Mason @ Rs. 20/- for 3 days	60.00
d. Wood used in the construction	42.00

(2) e. Total FFW Project value.....Rs. 380.00

Percentage of asset cost which is FFW:

$$\frac{258.00}{(\text{item 1})} \div \frac{380.00}{(\text{item 2})} \times 100 = 67.89 \%$$

INPUT DESCRIPTION BY SOURCE:

- | | |
|--------------------------------------------------------------------------------------------------------------|--------|
| 3. Amount of total asset which is the contribution of the project beneficiary's own funds | 122.00 |
| 4. Amount of total asset which has been contributed by a donor organisation, or local voluntary organisation | NIL |
| 5. Amount of total asset which has been taken in loan or from government program | NIL |
| Percentage contribution by each component | |
| 6. Food For Work Component
Item 1 divided by Item 2 | 67.89% |

- | | | |
|----|--------------------------------------------------------------------------|--------|
| 7. | Project Beneficiary Component
Item 3 divided by Item 2 | 32.11% |
| 8. | Donations of Voluntary Agency
Component -
Item 4 divided by Item 2 | NIL |
| 9. | Loan and Government scheme
component -
Item 5 divided by Item 2 | NIL |

C. ASPECTS OF EFFECTIVENESS:

- | | | |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 10. | Number of beneficiaries
utilising the asset | 30 |
| 11. | Cost/Beneficiary Ratio
Item 2 divided by Item 10 | Rs. 12.66 |
| 12. | Estimated life of asset | 30 years |
| 13. | Annual Cost/Beneficiary ratio
Item 11 divided by Item 12 | Rs. 0.42 |
| 14. | In addition to the above the
following non-economic
out-comes were existing and
the corresponding indicators
were observed: | NIL |

After completion of this there was a short discussion on possible ways to analyse the findings. Then the group did a final synthesis of the entire workshop. In it, each project type was listed and ways of studying each one were listed, as below:

SYNTHESIS OF CALCUTTA ZONE

SERIAL NUMBER	PROJECT TYPE	BROAD Income Asset	OUTCOMES Imp. Bldg.	ECONOMIC MEASURES OF DEVELOPMENT IMPACT	NON-ECONOMIC INDICATORS OF DEVELOPMENT IMPACT
1.	School/ Community Centres	Asset Bldg.		Asset Value	Increase in Attendance Decrease in Drop-Outs Reduction in Caste Barriers Increase in Education of Girls
2.	Land Levelling	Income-Imp.		Payback Period Cost/Benefit Ratio	Education start Increase intake of Food Increase in Independence
3.	Bridges	Asset Bldg.		Asset Value Cost per Beneficiary	Bringing close different point of activities Increase in Transportation Increase in Communication
4.	Deepening Irrigation Wells	Income Imp.		Payback Period Cost/Benefit Ratio	Change in Living Standards Increase in Savings Habits Increase in Agri Employment Potential
5.	Bench Terracing	Income Imp.		Payback Period Cost/Benefit Ratio	Exposure to different system of Cultivation Increase in Intake of Diet Increase in Savings Habits.

6.	Low Cost House	Asset Bldg.	<ul style="list-style-type: none"> - Reduction of recurring expenses. - Increase in asset value. 	<ul style="list-style-type: none"> - Stability of Employment <ul style="list-style-type: none"> (a) reduction in migration. (b) efforts to obtain local employment. - Acquiring more household goods. - Feeling of security. - Recognition in the community
7.	New Irrigation Wells	Income Imp.	<ul style="list-style-type: none"> - Increased income(net) - Asset value of land. - Cost/Benefit Ratio - Pay back period 	<ul style="list-style-type: none"> - Increased number of crops. - Increased agricultural employment opportunity. - Increased community participation.
8.	Fisheries	Income Imp.	<ul style="list-style-type: none"> - Increased Income(net) - Cost/Benefit Ratio - Pay back period. 	-
9.	Bunds	Asset Bldg.	<ul style="list-style-type: none"> - Increased income(net) 	<ul style="list-style-type: none"> - Feeling of security - Decreased irrigation. - Increased immobile assets of the land. - Increased area under cultivation.
10.	Pasture & Forage	Income Imp.	<ul style="list-style-type: none"> - Net Income Increase - Cost/Benefit Ratio - Pay back period. 	-
11.	Drains & Ditches	Asset Bldg.	<ul style="list-style-type: none"> - Cost of Bldg. the asset (Total) 	<ul style="list-style-type: none"> - Improved sanitaton. - Reduced water logging. - Protection from cattles.
12.	Drinking water Well	Improvement of Health/Longevity	<ul style="list-style-type: none"> Saving from Medical Exponces per person per year 	<ul style="list-style-type: none"> (a) Lower incidence of gastro intestinal disease. (b) Lower incidence of skin disease. (c) Reduction of mortality rate.