
Gene Campaign end line report

MFS II country evaluations, Civil Society component

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This report describes the findings of the end line assessment of Gene Campaign in India that is a partner of Hivos.

The evaluation was commissioned by NWO-WOTRO, the Netherlands Organisation for Scientific Research in the Netherlands and is part of the programmatic evaluation of the Co-Financing System - MFS II financed by the Dutch Government, whose overall aim is to strengthen civil society in the South as a building block for structural poverty reduction. Apart from assessing impact on MDGs, the evaluation also assesses the contribution of the Dutch Co-Funding Agencies to strengthen the capacities of their Southern Partners, as well as the contribution of these partners towards building a vibrant civil society arena.

This report assesses Gene Campaign (GC) efforts in strengthening Civil Society in India based upon the CIVICUS analytical framework. It is a follow-up of a baseline study conducted in 2012. Key questions that are being answered comprise changes in the five CIVICUS dimensions to which Gene Campaign contributed; the nature of its contribution; the relevance of the contribution made and an identification of factors that explain Gene Campaign's role in civil society strengthening.

Keywords: Civil Society, CIVICUS, theory based evaluation, process-tracing



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List of abbreviations and acronyms

CBO	Community Based Organisation
CDI	Centre for Development Innovation, Wageningen UR
CFAs	Co-Financing Agencies
CFO	Co-Financing Organisation
SMC	Seed Management Committees
CS	Civil Society
FC	Farmer Clubs
IDF	India Development Foundation
JHRM	Jharkhand Human Rights Movement
JMM	Jharkhand Mukti Morcha
KGVK	Krishi Gram Vikas Kendra
MoFa	Ministry of Foreign Affairs
MFS	Dutch co-financing system
NABARD	National Bank for Agriculture and Rural Development
NREGA	National Rural Employment Guarantee Scheme Act
PPVFRA	Protection of Plant Variety and Farmers Rights Act
SHG	Self Help Groups
SPO	Southern Partner Organisation
SPWD	Society for the Promotion of Wastelands Development
SRI	System of Rice Intensification
ToC	Theory of Change
Wageningen UR	Wageningen University & Research centre

1 Introduction

This report presents the civil society end line findings of Gene Campaign (GC) in India which is a partner of Hivos under the Dutch Consortium People Unlimited 4.1. It is a follow-up to the baseline assessment that was carried out in 2012. According to the information provided during the baseline study, Gene Campaign is working on the theme 'governance'.

These findings are part of the overall evaluation of the joint MFS II evaluations to account for results of MFS II-funded or –co-funded development interventions implemented by Dutch Co-Funding Agencies (CFA) and/or their Southern Partner Organisations (SPO) and to contribute to the improvement of future development interventions. The civil society evaluation uses the CIVICUS framework and seeks to answer the following questions:

- What are the changes in civil society in the 2012-2014 period, with particular focus on the relevant MDGs & themes in the selected country?
- To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?
- What is the relevance of these changes?
- What factors explain the findings drawn from the questions above?

The CIVICUS framework that comprises five dimensions (civic engagement, level of organization, practice of values, perception of impact and contexts influencing agency by civil society in general) has been used to orient the evaluation methodology.

Changes in the civil society arena of the SPO

In the 2012 – 2014 period the most important changes that took place in the civil society arena of Gene Campaign are related to the CIVICUS dimensions 'Civic engagement' and 'Perception of impact'.

For the first dimension Gene Campaign managed to increase the number of Farmers Clubs (FCs), Seed Management Committees (SMCs) and Self Help Groups (SHGs). In total some 317 farmers in 30 villages have adopted the System of Rice Intensification proposed by Gene Campaign. Farmers, women, youth and tribal people show increased capacity to take ownership of their livelihoods and some of their organisations established. Apart from this the number of intellectual property rights for indigenous seeds registered by farmers under the Protection of Plant Variety and Farmers Rights Act has increased from 18 to 144 in the past two years, showing that Gene is capable to strengthen farmer's rights vis-à-vis private seed companies.

A slightly negative change can be observed with regards to the dimension 'Perception of Impact'. Many respondents had expected that Gene Campaign would grow out to become an example of an organisation capable of expanding its work to other areas and contexts. However networking with other NGOs in Jharkhand has seen a decline in the past two years and at national level Gene did not play a convincing role in the RRA Network of NGOs.

These findings were obtained through an analysis of documents, a workshop and follow-up interviews with Gene Campaign, and interviews with external resources persons working in civil society organisations that receive support from Gene Campaign; other civil society organisations with whom the SPO is collaborating; public or private sector agents and; external resource persons capable of overlooking the MDG or theme on which the SPO is concentrating.

Attribution questions

Based upon an analysis of the projects and programmes financed by the Dutch CFAs a selection was made of SPOs to be included in an in-depth process tracing trajectory and those to be included for a quick contribution assessment. Gene Campaign was amongst those SPOs not selected for in-depth-process tracing. With regards to some of the outcomes of Gene, a quick contribution analysis was conducted that results in the following table:

Table 1

Outcomes achieved and contribution by Gene Campaign

Outcome and performance	Contribution by Gene Campaign
Farmers clubs: 20 FCs of which 16 established in the 2012 – 2014 period Four of the 20 FC's have been registered by Gene Campaign One FC has been successful in commercializing vermin-compost	There are multiple explanations of the creation of farmer clubs; 1) through MFS II funding with Gene 2) NGOs including GC receive subsidies from National Bank for Agriculture and Rural Development (NABARD), 3) farmers create their own FC because they receive NABARD support when registered.
Seed Management Committees in charge of managing seed banks: four established Not yet mature to take over GC's role in the management of the seed banks	No other organisations found that establish SMCs
Self Help Groups: 16 new SHG established of 20 supported by Gene Campaign One SHG reported that is successfully commercializing its products	There are multiple explanations of the creation of farmer clubs GC reactivated a number of SHGs created earlier by other NGOs. NABARD and other government programmes financially supports the creation of SHG and many NGOs engage in this in Jharkhand
Promotion of sustainable agricultural practices: Only 350 farmers have adopted SRI and some activities introduced by Gene will take a long time to be adopted at a larger scale, such as poultry, animal husbandry and horticulture	Apart from Gene, many other actors, including the government are working on sustainable agricultural practices

Relevance

Interviews with staff of Gene Campaign, with external resource person, with the liaison officer of Hivos, as well as contextual information helped to assess the relevance of Gene Campaign's interventions in terms of; its Theory of Change (ToC) for Civil Society (SC) as designed during the baseline study; the context in which Gene Campaign is operating; the CS policies of Hivos.

With regards to the baseline ToC which mentioned two the importance of having market linkages and favourable policies, Gene's interventions and outcomes are not relevant because they did not address these issues.

With regards to the context, Gene Campaign's work is relevant because of the extreme poverty and illiteracy rate in Jharkhand state which implies that securing rural people's livelihoods and protecting their rights with regards to indigenous seeds and land is key. With regards to the People Unlimited 4.1 MFS II programme Gene's position under the Green Entrepreneurship programme was initially relevant but did not materialise because Gene was not capable of playing a constructive role in the joint lobby and advocacy foreseen with other Hivos partners

Explaining factors

The information related to factors that explain the above findings was collected at the same time as the data were gathered for the previous questions. The evaluation team looked at internal factors within Gene Campaign, the external context in which it operates and its relations with Hivos.

Since the baseline assessment, staff turnover in the field office of Gene in Jharkhand has increased, which is mainly to be explained by the hierarchical structures in the organisation that hamper local staff to take ownership of the vision and mission of Gene beyond their daily work. Relations with Hivos did not influence the findings, because the relation between both organisations has remained constructive, though Hivos' expectations of Gene's role in the Green Entrepreneurship programme were not met.

The following chapter briefly describes the political context, the civil society context and the relevant background with regards to the governance issues Gene Campaign is working on. Chapter three provides background information on Gene Campaign, the relation of its MFS II interventions with the CIVICUS framework and specific information on the contract with Hivos. An evaluation methodology has been developed for the evaluation of the Civil Society component which can be found in appendix 2; however, deviations from this methodology, the choices made with regards to the selection of the

outcomes for contribution analysis, as well as difficulties encountered during data collection are to be found in chapter 4. The answers to each of the evaluation questions are being presented in chapter 5, followed by a discussion on the general project design in relation to CS development; an assessment of what elements of the project design may possibly work in other contexts or be implemented by other organisations in chapter 6. Conclusions are presented in chapter 7.

2 Context

This paragraph briefly describes the context Gene Campaign is working in.

2.1 Political context

In 2000, Jharkhand, the twenty-eighth state of India had been carved out from the state of Bihar. Since then, political instability in Jharkhand continues with its eighth Chief Minister Arjun Munda resigning in 2013 after losing majority due to the withdrawal of support by the Jharkhand Mukti Morcha (JMM), a regional political party born out the desire for a separate state. Since its creation, Jharkhand has seen nine chief ministers and imposition of President Rule three times. The current chief minister is JMM's Hemant Soren.

The movement for the creation of Jharkhand revolved around the neglected needs for development in this region lagging behind its neighbours. People hoped that the creation of their own state would improve the situation. Political instability has prevented this, policies and governance have suffered. The growing corruption and exploitative extraction of Jharkhand's resources has continued unabated. Violence related to Left extremism has aggravated the state's disadvantages.

Jharkhand has poor social and human development indicators. It has the second highest poverty headcount ratio in India at 36.96 per cent¹. Education is low at 66.4 per cent, with female literacy at 56 percent².

2.2 Civil Society context

This section describes the civil society context in India which is not SPO specific. The socioeconomic, socio-political, and sociocultural context can have marked consequences for civil society, perhaps more significantly at the lower levels of social development. The information used is in line with the information used by CIVICUS.³

2.2.1 Socioeconomic context (corruption, inequality and macro-economic health)

Social Watch assessed India's progress being made against the Millennium Development Goals (MDG) and concludes that the country fails to meet goals set with regards to; poverty and hunger (MDG 1); gender equality (MDG 3); infant mortality (MDG 4); maternal mortality (MDG 5) and; environmental sustainability MDG 7). Three fundamental factors explain these appalling shortfalls, which are:

- Although social sector expenditures (rural development, education, health, family welfare, women and child development and water and sanitation increased in absolute terms between 1999 – 2000 and 2012-2013, in percentages of total public expenditures there was a general decline.
- The administration costs of centrally sponsored schemes such as the Mahatma Gandhi National Rural Employment (MANREGA) schemes have been increasing between 2006-2007 and 2011-2012 and only 66 % of the budget has been used for wage employment. Apart from this, misappropriation of funds explains the weak impact of such schemes.

¹ http://mospi.nic.in/Mospi_New/upload/mdg_2014_28jan14.pdf

² <http://jharkhand.gov.in/web/guest/facts&figures>

³ Mati J.M., Silva F., Anderson T., April 2010, *Assessing and Strengthening Civil Society Worldwide; An updated programme description of the CIVICUS Civil Society Index: Phase 2008 to 2010.*, CIVICUS

- The government is promoting 'non-inclusive growth' and has sought to provide basic social services through subsidized institutions that all have problems of inefficiency, corruption, and so on. The formal, organized sector, which is the main source of quality employment, employs only 12% to 13% of the country's workforce and this is declining. The remaining 87% are relegated to the agriculture and informal sectors with low and uncertain earnings.

As a consequence, in the rural areas more than a quarter million farmers committed suicide in the last several years because they could not earn a living anymore in the agricultural sector⁴.

An additional indicator for the social and economic context in India is the Social and Economic Rights Fulfilment Index (SERF Index)⁵. The SERF Index provides a means of determining the extent to which countries are meeting their obligations to fulfil five of the substantive human rights enumerated in The International Covenant of Economic, Social, and Cultural Rights (ICESCR): the right to food, the right to adequate shelter, the right to healthcare, the right to education, and the right to decent work.

Table 2
Social and Economic Rights Fulfilment Index (SERF) for India

India	2011	2012	2013
Core Country Right to Food Index Value	32.70	32.74	33.05
Core Country Right to Health Index Value	74.74	74.16	74.75
Core Country Right to Education Index Value	82.64	84.23	85.57
Core Country Right to Housing Index Value	62.55	62.60	66.48
Core Country Right to Work Index Value	27.57	27.69	32.71
Core Country SERF Index Value	56.06	56.28	58.51

Source: Social Watch's SERF index for 2011-2013

In 2011 and 2012 India was achieving a little over 56% of protecting its social and economic rights, feasible given its resources (table 2). Whereas relatively no changes occurred between 2011 and 2012, a slight improvement occurred in 2013, except for the right to food index (33.05) and the right to housing (27.57).

The Corruption Perception Index (CPI) ranks people's perception of corruption within the public sector of their respective countries.⁶ A low score indicates that a country is perceived as highly corrupt. India's score was 3.6 out of 10 in 2012, which is 0.1 point lower than the average for all countries (3.7) and it occupies the 76th place on the CPI rank list with a total of 174 countries. In India, 24.8% of citizens surveyed believe that the government is effective in the fight against corruption. On the Bribery Perception Index India scores 7.5 out of 10, which is 2.6% lower than the average. Of the people who participated in the survey, 54% reported having paid a bribe in 2011. Since 2002, India's perception index is slightly improving from just below a score of 3 (0 is very corrupt and 10 is not corrupt at all) in 2002 to 3.6 in 2012. Most corrupt institutions in 2012 are political parties, the police, legislature, public officials, public officials in the education sector, NGOs.

The Index of Economic Freedom measures economic freedom of 186 countries based on trade freedom, business freedom, investment freedom and property rights. The score is based on 10 freedoms in 4 pillars: rule of law, limited government, regulatory efficiency, and open markets. India's economic freedom score in 2012 is 55.7, making its economy the 120th freest in the 2014 index⁷. India is ranked 25th out of 41 countries in the Asia-Pacific region, and its overall score is below the regional and world averages (see figure 3). In the past 20 years, India has advanced its economic freedom score by nearly 11 points out of 100 points. It has achieved very large improvements in half of the ten economic freedoms, most notably in trade freedom. This has improved by over 65 points. As seen in figure 3, India's score continued to increase steadily over the past four years. However, it is still perceived as a 'mostly unfree' country. The main reason for this, as stated in the Index report, is

⁴ Bhaskara Rao Gorantla, Research Director and Ajay Kumar Ranjan, Research Officer, National Social Watch, India

⁵ http://www.socialwatch.org/sites/default/files/SERF2012_eng.pdf

⁶ <http://country-corruption.findthebest.com/l/98/India>

⁷ <http://www.heritage.org/index/pdf/2014/countries/india.pdf>

the institutional shortcomings in the country. The state owned enterprises and wasteful subsidy programs result in chronically high budget deficits.

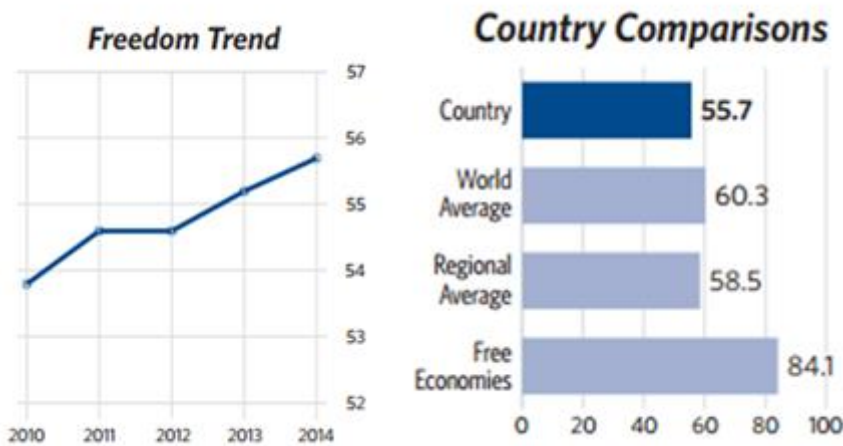


Figure 1: Freedom trend of India over time, and compared to other countries.

The Fragile States Index of FFP⁸ is an index which is derived from 12 different indicators. These are social indicators, economic indicators and political and military indicators. From these, we can see trends in the overall development of a country.

Table 3 shows India's five of the twelve most problematic indicators of the past five years, as well as the average score for the twelve indicators: Low scores indicate a good situation and high scores indicate a bad situation.

Table 3

India's Fragile States Index scores of the critical indicators on a scale of 1 (good situation) to 10 (bad situation)

Year	Demographic Pressure	Group Grievance	Uneven Economic Development	Security Apparatus	Public Services	Average score 12 indicators
2014	7.7	7.8	7.8	7.0	7.9	76.9
2013	7.5	8.2	8.1	6.7	7.8	77.5
2012	7.3	7.9	8.4	6.9	7.5	78.0
2011	8.0	8.2	8.5	7.2	7.8	79.3
2010	8.1	7.8	8.7	7.2	7.6	79.2

Source: FFP Fragile States Index for 2010-2014⁹

The FSI shows that India is improving its status over the past five years, but is doing so at a very slow pace. Demographic pressure, uneven economic development and the security apparatus have improved slightly since 2010, which can be seen by the decline of the scores. However, group grievance has not improved and public service has even declined (the index got higher). Out of the 178 countries in this index, India does not succeed to become more than mediocre. However, the figure 2 below shows that the development of India did have a steep improvement since 2006, but has been declining since 2011.

2.2.2 Socio-political context

Freedom House evaluates the state of freedom in 195 countries on an annual basis. Each country is assigned two numerical ratings – from 1 to 7 – for political rights and civil liberties. In this rating 1

⁸ <http://ffp.statesindex.org/2014-india>

⁹ Idem

represents the most freedom and 7 the least freedom. The two ratings are based on 25 more detailed indicators.¹⁰

Table 4

India's Freedom indexes over time

Year	Freedom status	Political rights score	Civil liberties score
2011	Free	2	3
2012	Free	2	3
2013	Free	2	3
2014	Free	2	3

Source: Freedom House Freedom indexes for 2011-2014¹¹

Table 4 shows that scores have not changed over the past four years. India is considered a free country with an overall 'Freedom Status' of 2.5 (out of 7).

2.2.3 Socio – cultural context

The World Values Survey is a global network of social scientists who study changing values and their impact on social and political life¹². They survey different values which can give an indication of the social status of a country. People in India indicate that they are generally quite happy. In the wave of 2010-2014 a total of 38.2% of the people questioned stated that they were very happy. In comparison, in the period of 2005-2009 this number was significantly lower with 28.9%. When asked about general satisfaction with their lives respondents give different answers. The respondents were asked to rate their satisfaction from 1 to 10, 1 being completely dissatisfied and 10 being completely satisfied. In 2010-2014 a total of 16.4% indicated that they were quite dissatisfied (rating 2) and 11.9% indicated they were completely dissatisfied (rating 1). Whereas 17.7% stated that they were satisfied (rating 8). This situation is very different from the 2005-2009 results where 41% indicated to be moderately satisfied and 15.8% was satisfied. This indicates that during the past five years people have shifted from being neutral about their life satisfaction, to being either dissatisfied or satisfied.

Another index to look at for social-cultural context is the Global Peace Index. This index attempts to measure the positions of nations' peacefulness, and is developed by the Institute for Economics and Peace. The position of a country is based on 22 indicators which can be divided into three main factors. The main factors on which this index is based are 1) militarisation, 2) society and security, and 3) domestic and international conflict. The maximum score is 5, which indicates that this factor is a problem for the peacefulness of the country. The higher the score, the lower country ranks in the total Index. The current position of India is 143 out of 162 countries¹³. The table below shows the development of India as of 2010.

Table 5

India's Global Peace Index scores over time: scores from 1 (good) to 5 (bad)

Year	Militarisation	Society & Security	Domestic & International Conflict	Country Rank
2010	2.5	2.3	3.4	132 (of 148)
2011	2.4	2.4	3.4	142 (of 153)
2012	2.4	2.4	3.2	144 (of 158)
2013	2.4	2.4	3.0	141 (of 162)
2014	2.4	2.4	3.0	143 (of 162)

Source: Vision of Humanity Global Peace index from 2010-2014¹⁴

¹⁰ <https://freedomhouse.org/report/freedom-world/2014/india-0#.VGCiRvIwtcQ>

¹¹ Idem

¹² <http://www.worldvaluessurvey.org/WVSContents.jsp>

¹³ <http://www.visionofhumanity.org/#page/indexes/global-peace-index/2014/IND/OVER>

¹⁴ <http://www.visionofhumanity.org/#page/indexes/global-peace-index/2014/IND/OVER>

2.2.4 The Foreign Contribution Regulation Act 2010¹⁵

NGOs are perceived as very important in India, as they contribute a lot in the development of the country¹⁶. NGOs often work with marginalized groups and try to raise their awareness on their rights vis-à-vis the state. Most local NGOs are funded by international organizations. In order to keep this funding under control, India's government installed the 'Foreign Contribution Regulation Act' in 1976.

In March 2011 an amendment of the original Foreign Contribution Regulation Act passed both Houses of Parliament. Compared to the 1976 Act, major changes comprise a list of persons and organisations that cannot receive foreign contributions anymore. These are; election candidates; correspondents, columnists, journalists; judge, government servant or employee of an entity controlled or owned by the government; members of any legislature; political party or its office bearers; organizations of a political nature as may be specified; associations engaged in the production or broadcast of audio news.

In the first place this Act seems to have no consequences for the Dutch NGOs and their Southern Partners, however a leaked report of India's International Bureau tells a different story, suggesting that protests against development projects had caused a loss of India's GDP with 2-3%. These protests were allegedly fuelled by foreign-funded NGOs, mentioning Greenpeace, Cordaid, Hivos, Oxfam, Amnesty and ActionAid¹⁷. The main allegation against these NGOs is that they are funding organizations which are working in politically sensitive sectors such as the mining sector and the agricultural sector with regards to Genetically Modified Food production. Foreign contributions to support SPOs that work on human rights issues, governance and sensitive sectors like mining, forestry and agriculture are increasingly being monitored.

2.3 Civil Society context issues with regards to the MDG

The civil society in Jharkhand continues to be burdened by the same issues as it did in 2012—Naxalism¹⁸, state brutality, controversies surrounding big industries and displacement of ethnic tribal population due to mining.

The dismal situation in Jharkhand in the first ten years of its creation since 2000, was clearly spelt out in the report titled, "Jharkhand Human Rights Report 2001-2010", compiled by the Jharkhand Human Rights Movement (JRHM). According to the report, since its formation there have been 7,563 reported rapes, 3,398 dowry¹⁹ atrocities, 576 custody deaths and over 100 hunger deaths in Jharkhand²⁰.

The state of Chhattisgarh was considered the worst hit in terms of Naxal related violence, but Jharkhand overtook it in 2011. Although the numbers have since gone down, the state is still acutely affected by the violence. By itself Jharkhand accounted for 40 per cent of the countrywide incidents and 58 per cent of deaths related to Naxalism in the first few months of 2013²¹.

¹⁵ <http://www.fcraforngos.org/>

¹⁶ Status of grass root level NGOs in Rajasthan

¹⁷ <http://indianexpress.com/article/india/india-others/only-11-of-22-ngos-in-ib-report-are-fcra-compliant-none-filed-13-14-statement/>

¹⁸ The Naxalite movement traces its origins from the Naxalbari uprising in 1967, the Maoist struggle in India is an outcome of this uprising. Naxalism was borne out of the marginalisation of the forest dwellers in Naxalbari village in West Bengal. It picked up support in the surrounding areas with the common cause of fighting marginalisation, lack of development and poverty faced by rural India. With the adoption of the Maoist ideology the movement became violent.

¹⁹ According to the Dowry Prohibition Act, 1961, dowry is defined as the act of giving any property or valuable security directly or indirectly, by one party in a marriage to another party in the marriage. In India, this is in an act of giving payment in cash/ or kind by the bride's family to the bridegrooms family. The National Crime Records Bureau have shown that one woman is killed every hour, when her family fails to meet the insistent and often outrageous demands made by her in-laws and husband. Refer, <http://www.telegraph.co.uk/news/worldnews/asia/india/10280802/Woman-killed-over-dowry-every-hour-in-India.html>

²⁰ Refer, <http://www.firstpost.com/india/jharkhands-shameful-decade-7563-women-raped-275159.html>

²¹ Refer, <http://timesofindia.indiatimes.com/india/Jharkhand-records-highest-Naxal-violence-this-year/articleshow/19643167.cms>

According to the JRHM report, since the states formation there have been 550 people killed in 'encounters', and 4372 people have been arrested for being considered Maoists. The report further states that the government had signed 102 MoUs with various corporations since the creation of the state. Industry giants like Arcelor-Mittal had to pull out in 2011 because of the protests by the tribal groups against their proposed steel plant²².

There is a deep political-corporate nexus in Jharkhand and as such any forms of protests against these benefactors of these MoUs are met with strong and inhuman response from the government²³.

The state was also undergoing immense upheaval in the tribal belt not only due to the activities of the naxalites but also due to the "development" forces in the form of government and big industries.

The kind of development that the government has tried to bring in over the years mainly includes the setting up of polluting industries. These industries which require acres of land are displacing the tribal population who live on these resource rich regions. For the indigenous tribes Jal, Jangal and Zameen (Water, Forest and Land) are their only means of survival. The government after facing protests from members of civil society, including tribal groups have resorted to arm-twisting tactics, like arresting them on forged cases, charging them with being Maoists, and even firing at peaceful protests²⁴.

The Bokaro steel plant which was set up in 1964 in Jharkhand displaced 12,990 families of them 2,707 were tribal²⁵. It's been nearly 50 years but these families are still awaiting compensation for their land. The efforts that the government is now making are account of the massive protests across the state against mining and industries taking over their land²⁶.

The growing protests pushed the government to pass a new act called the Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act, 2013. It replaced a 120-year-old law put in place during the British colonial period called the Land Acquisition Act, 1894. The most important aspect of the new law will be that it will ensure that industries obtain consent of over 80 per cent of the people whose land they wish to acquire. Also, the compensation will be four times the current practice in rural areas²⁷.

²² Refer, <http://www.hindustantimes.com/business-news/after-arcelormittal-monnet-ispac-may-abort-jharkhand-plan/article1-1095911.aspx>

²³ Refer, <http://infochangeindia.org/human-rights/analysis/jharkhand-the-failed-promise-of-an-advansi-state.html>

²⁴ Refer, <http://kafila.org/2012/12/05/jharkhand-twelve-years-later-mahtab-alam/>

²⁵ M. Areeparampil, 'Displacement due to mining in Jharkhand'. Economic & Political Weekly. June 1996.

²⁶ Refer, <http://www.downtoearth.org.in/content/bokaros-displaced-still-await-compensation>

²⁷ Refer, http://articles.economictimes.indiatimes.com/2013-10-16/news/43107324_1_monsoon-session-jairam-ramesh-new-land-acquisition-act

3 Description of the Gene Campaign and its contribution to civil society/policy changes

3.1 Background of Gene Campaign

Gene Campaign was set up in 1993 by Dr. Suman Sahai, working together with a group of scientists, environmentalists and economists. The organisation wanted to react upon the alarming international development regarding genetic resources and the threats these posed on the livelihoods of tribal communities depending on these resources. Gene Campaign is a research and advocacy organisation which works with village communities as well as at policy making level.

At the local level, Gene Campaign has established one Master Gene Seed Bank and seven Community Gene Seed Banks in Jharkhand. It also provides training to farmers on sustainable agriculture practices, thereby increasing their capacities to generate an income. Gene Campaign has also established itself as a leading research organisation in agriculture and brought out numerous case studies and publications. Gene Campaign's members have served on various expert committees of the central government and legislative bodies. For this Gene Campaign received the Genome Saviour Award in 2009. Making agriculture sustainable is an important part of Gene Campaign's work, and they are training village communities in producing and using organic agricultural inputs.

As stated before, Gene Campaign does not only work at village level but also aims to influence the national debate on biodiversity. They have successfully lobbied for a law that grants legal rights to farmers and defending their intellectual property rights their fight against patents. Gene Campaign presented the first draft of a biodiversity legislation in 1997 and were in this way contributing to the Biological Diversity Act that passed in 2002.

Vision

Adequate food, assured livelihoods and better incomes for rural and tribal communities, based on sustainable food production and self-reliant economic growth.

Mission Statement

Gene Campaign's goal is to work for the empowerment of rural and Adivasi communities and for national laws and policies that support food and livelihood security and increase rural incomes. The organisation aims to raise a public debate on the ethics of the new biology and its applications, and to formulate policy in this controversial area.

3.2 MFS II interventions related to Civil Society

This evaluation looks at the project 'Improving the Food and Nutrition Security of Farm Families in Rainfed Areas of Jharkhand'. This project aims to improve community-based production of high quality seeds that would help farmers to become less dependent on the state for their seed inputs. Gene Campaign's main interventions focus on the creation of Farmer Clubs (FCs), Seed Management Committees (SMCs) and Self Help Groups (SHGs). These interventions are a clear example of strengthening civic engagement. Moreover, Gene Campaign capacitates these CBOs by training them to carry out the work on their own. As such, they are strengthening these intermediate organisations. Gene Campaign hopes that the model they use in this project will be copied in other parts of the country. In the 2012 - 2014 period GC, that works in three blocks of two districts in Jharkhand has

expanded the numbers of the CBOs it supports: it is currently supporting 20 Farmers Clubs (FCs), of which 16 were formed between 2012 and 2014; has established 9 seed banks, 3 of them between 2012 and 2014; has formed 4 Seed Management Committees (SMCs) between 2012 and 2014, and; 22 Self Help Groups (SHGs), of which 16 have been formed between 2012 and 2014.

Gene Campaign is part of the Revitalising Rainfed Agriculture (RRA) Network²⁸. Their role in this network is to lobby for community-based seed production by using their project as an example.

The partnership between Gene Campaign and Hivos ended in September 2013.

3.3 Basic information

Table 6
SPO basic information.

Criterion	Basic information
Name of SPO	Gene Campaign
Consortium	People Unlimited 4.1
CFA	Hivos
Start date of cooperation	
MDG/theme	Biodiversity and MDG 1
MFS II project name	Improving the Food and Nutrition Security of Farm Families in Rainfed Areas of Jharkhand
Contract period	October 2010 – September 2013
Total budget Hivos	€192,500
Other donors if applicable	Not applicable
Estimation of % of budget for Civil Society ²⁹	12 %
Sources:	

Source: Contract Intake Form, project documents

²⁸ http://www.wassan.org/Support_Services_8.htm

²⁹ Costs that relate to civil society development or policy influence are those costs that possibly contribute to the development of the CIVICUS dimensions, excluding coordination and office costs; staff costs and financial reserves.

4 Data collection and analytical approach

4.1 Adjustments made in the methodology of the evaluation

The project document and progress reports were helpful to obtain an overview of the outputs achieved versus outputs planned. However no specific objectives and targets have been formulated and this was reflected in the progress reports. The evaluators have not been able to consult the January – September 2013 progress report.

Rather than focussing on two separate strategic orientations (civic engagement, intermediate organisations, policy influencing and networking) as identified for the evaluation, these two were clubbed together into one focussed assessment; Namely: 'Enhancing Civic Engagement and Strengthening Intermediate Organisations: Increase in the number of FCs, SMCs, SHGs and capacitating them towards promoting self-dependent sustainable agricultural practices'.

This was done because the workshop with Gene Campaign in Jharkhand revealed that most its work is around enhancing civic engagement by forming community-based organisations (CBOs) towards their cause, and that its activities towards strengthening CBOs are at too preliminary a stage to merit separate and sustained scrutiny. The overall outreach of all GC's programmes, moreover, is not remarkably large, as their activities have effectively remained constrained to three blocks in two districts of Jharkhand.

Also, a decision was taken against having separate interviews after the workshop with various levels of the GC staff participants, as dictated by the methodology guidelines. This was because the amount of information available with the GC staffers in Jharkhand was so sparse that they wanted to consult each other while responding to the evaluation's queries and filing such collaboratively-arrived-at responses separately would have been a meaningless exercise. The alternative, rival explanations to the outcomes identified were: a) encouragement/financial incentives/insistence by government agencies like NABARD³⁰ (National Bank for Agriculture and Rural Development), DST³¹ (Department of Science and Technology) etc. to promote SRI³² (System of Rice Intensification), formation of FCs (Farmer Clubs) and SHGs (Self Help Groups) b) work by other NGOs like NBJK³³ (Nav Bharat Jagriti Kendra), SPWD³⁴ (Society for Promotion of Wastelands Development) etc.

4.2 Difficulties encountered during data collection

It is important to note that Gene Campaign (GC) is an influential research and advocacy organisation. It is headquartered in Delhi, and is linked to many national and international organisations and networks. In line with Hivos' support given, the MFS II evaluation's focus, however, was on GC's work in Jharkhand.

The evaluators initiated both baseline and end line evaluation processes with the GC Delhi headquarters, contacting them first. The headquarters kindly put the evaluators in touch with its Jharkhand-based personnel. No one from GC's headquarters chose to participate in the evaluation

³⁰ See <https://www.nabard.org/english/home.aspx>

³¹ See <http://dst.gov.in/>

³² See <http://www.sri-india.net/>

³³ See <http://nbjk.org/>

³⁴ See <http://www.spwd.org/>

processes either in 2012 or in 2014. The evaluation workshops were held with the GC Jharkhand staff in the state's capital Ranchi both times.

The sample size of respondents during the first day of end line evaluation workshop was eight, which included three field staff, three field coordinators and two members of executive leadership. This is the current strength of GC Jharkhand. The meagre number of respondents was in keeping with GC's staff strength which has shrunk from fourteen to eight since the baseline.

The primary problem the evaluators faced was the weak information base of the respondents. An evident disconnect between GC's Delhi headquarters and its Jharkhand branch had functionaries at all levels of GC Jharkhand's hierarchy lacking big picture vision, as well as smaller nuggets of information on many counts. And these insufficiencies rolled out into lack of written reports, documents, and evidence etc. for most of the claimed outcomes.

On a number of indicators, the views of field staff and executive leadership were contradictory. This could have been due to attempts by the executive leadership to mask the organisation's limitations. Or, could be attributed to yet another disconnect in GC, not just between the headquarters and the regional branch, but also Jharkhand leadership and its field workers.

At any rate, GC Jharkhand's performance over the past two years seems to have been lower than the expectations of other actors in the state's development sector. Naturally therefore, the evaluators found that the number of external resource persons who could help in verifying/rejecting GC's claimed outcomes had shrunk since the baseline. Those who did oblige the evaluators with interviews on GC had very limited information available with them regarding its work over the past two years. The other challenge was that most of the CBO representatives were farmers and/or mostly unlettered rural men and women, who were disadvantaged by the fact that they had no access to the larger context and issues involved in GC's work.

5 Results

5.1 Results obtained in relation to project logframe

The partnership between Hivos and Gene Campaign ended in September 2013. The evaluation were not able to consult the January 2013 – September 2013 progress report which was due in June 2014. Therefore the results incorporated in this report only include the information up to December 2012.

The 2010 project document does not formulate objectives to reach. In a broader sense the document states that Gene Campaign “needs to scale up the existing work on providing seed from the seed banks, to produce significantly larger volumes of seed to support cultivation and food production; this is best done in partnership with the community, starting modestly and building up the seed quantum generated to fulfill an increasing percentage of the requirement of farmers”. No targets were set.

Five outputs were formulated to reach this general objective: These outputs are presented in the table below and only represent the achievements between 2010 and 2012.

Table 7
Outputs planned vs outputs realised

Outputs planned	Achieved
1. Provide weather advisory to help farmers plan their cultivation <ul style="list-style-type: none"> Train local youth as climate managers so that they can produce and understand the advisory and communicate its contents to farmers using mobile telephony (quantities unknown) 	<ul style="list-style-type: none"> GC established linkages with agromet services and has regular access to the agromet advisories (every 5 days) Agromet’s advises are shared with farmers by setting up notice boards at Gene Seed Bank First steps made to convert agromet advisory issued to SMS format in local language to be shared through mobile telephony. the in-country evaluation team however observes that farmers are still complaining that agromet services are not accessible (see indicator 5.1 in the appendix 4)
2. Conservation of crop genetic diversity & establishing Seed Banks as Seed Sources <ul style="list-style-type: none"> Collection and characterization of traditional varieties to conserve genetic diversity Develop seed desiccation technology to reduce seed moisture to enable long term storage Store the core agro biodiversity collection in Master Gene Bank and other Banks Store larger seed volumes for multiplication in Seed Banks Establish 2 Seed Banks, in partnership with the local community Strengthen local committees set up to manage the Seed Banks, hand over responsibility increasingly to such Village Samitis Register farmer varieties with Plant Variety Authority to establish their ownership 	<ul style="list-style-type: none"> 50 seed samples of traditional varieties of paddy have been collected from Orissa and Jharkhand. Seeds are processed, dried and added in the Gene Seed Bank 101 traditional varieties made available for farmers 9 Gene Seed Banks are provided with 5 varieties having a quantity of 25 kg each. These varieties will be provided to communities for multiplication and cultivation so as to increase the seed volume in the Gene Seed Banks 5 Management committees with 5 members set up (1 reported in 2011, 5 reported in 2012. Not clear whether this adds up to 6 or whether 5 in total are set up)
3. Community based production of quality seeds <ul style="list-style-type: none"> Establish a program to generate good quality, certified seeds of locally adapted rice varieties, as well as a contingency crop. 	<ul style="list-style-type: none"> Program started in 2011 Beneficiaries for seed production are selected in several villages
4. Making crop production sustainable and high yielding <ul style="list-style-type: none"> Improve soil health Establish SRI to cultivate rice in low water conditions and increase yields Establish SRI under upland, medium land and lowland conditions 	<ul style="list-style-type: none"> Soil testing kits are being utilized for soil testing of the field selected for seed production at the initial stage, and to promote soil health improvement measures to the farmers 6 types of Azolla collected which will help to improve soil health 2 new vermicompost units set up in two blocks Gene Campaign is promoting and acting as a resource organization to provide technical support, and provide training to the staff and farmers in SRI methodology in 4 districts. Gene Campaign itself motivated 185 farmers to use SRI methodology
5. Lobby and Advocacy with RRA Network <ul style="list-style-type: none"> Lobby government to scale up soil health program Lobby for the creation of water bodies through NREGA Lobby at the national level for shifting subsidies to bioorganic cultivation specially in rain fed areas Lobby for policy focus on decentralized seed production 	No results reported

Source: project document and progress reports.

5.2 Changes in civil society in the 2012-2014 period

5.2.1 Civic Engagement

Civic engagement describes the formal and informal activities and participation undertaken by individuals to advance shared interests at different levels. Participation within civil society is multi-faceted and encompasses socially-based and politically-based forms of engagement.

Generally speaking there has been a slight improvement in the engagement of more farmers, women, tribal groups and youth in Gene Campaign's activities.

Gene Campaign intervenes in three blocks of two districts and now works in 30 villages with 317 farmers having adopted the System of Rice Intensification proposed by Gene Campaign in two of the three blocks (figures of the third block unknown). In 2012, Gene Campaign worked only in 9 villages of these two blocks and with 48 farmers. These farmers are working in 20 farmer clubs, 16 new clubs being formed in the 2012 – 2014 period.

Apart from the farmer clubs nine seed banks are now operational (six in 2012); four new Seed Management Committees (CMC) have been formed as well as 16 new Self Help Groups which makes a total of 20 SHGs being supported by Gene Campaign.

GC prefers to work on project locations where at least fifty percent of the population consists of tribal people, whereas Jharkhand on average has about 28 per cent tribal population. They also state to work with women and youth, although no disaggregated figures were made available.

Past experiences show that Gene Campaign is very responsive to its beneficiary needs: upon request, they supported farmers to grow another paddy variety than proposed by Gene Campaign. Farmers, after needs identification, receive seeds from the seed banks and advice about organic fertilisers, organic pesticides, nursery preparation, transplantation techniques etc. Farmers have to return three times the amount of seed they take.

No changes in the 2012 – 2014 period as regards to the intensity of participation of farmers, women and youth into project identification, programming and evaluation, as well as political engagement of these persons.

Score baseline 2012 on an absolute scale from 0-3: 3

Score end line 2014, relative change on a scale of (-2, +2): 0

5.2.2 Level of organization

This dimension assesses the organisational development, complexity and sophistication of civil society, by looking at the relationships among the actors within the civil society arena.

Gene Campaign's position in the civil society arena in Jharkhand has deteriorated since 2012 according to field staff and external resource persons whereas Gene Campaign's executive leadership in Jharkhand states that its position has improved.

In Jharkhand, local NGOs used to work together with Gene Campaign in terms of sharing information, supporting each other and farmers to register their seed varieties under the Plant Protection Variety and Farmers' Rights Act (PPVFRA) 2001; so that they are paid royalty if seed companies use their seeds. Or, requesting these NGOs to supply their farmers with seeds from GC's seed banks. The deterioration of the collaboration is explained by various reasons, such as Gene Campaign moving to the more isolated Ormanjhi block; decline in finances and differences of opinion between GC's chairperson and the NGO Shiva that is the only other organisation in Jharkhand working on similar issues.

Some Farmer Clubs, SHGs and seed banks have become more self-reliant and start to become financially sustainable and improve the livelihoods of their members which is a positive development. However the adoption rate of the Rice Intensification System including the use of indigenous seeds as promoted by Gene Campaign is estimated at less than 5 percent of all farmers (some 350 farmers)

and that farmers increasingly use hybrid seeds because hybrid seed companies grow increasingly powerful. Meanwhile other NGOs in Jharkhand have become more powerful in introducing sustainable agriculture.

At the national level interactions with national and international social movements are said to have increased but no further details were provided³⁵.

Score baseline 2012 on an absolute scale from 0-3: 3
Score end line 2014, relative change on a scale of (-2, +2): 0

5.2.3 Practice of values

Practice of Values refers to the internal practice of values within the civil society arena. Important values that CIVICUS looks at such as transparency, democratic decision making, taking into account diversity that are deemed crucial to gauge not only progressiveness but also the extent to which civil society's practices are coherent with their ideals.

The 'practice of values' dimension has slightly declined in the past two years; Gene Campaign has a charismatic leader at the national level where decisions are made and the Jharkhand office is the implementing body at local level without being informed about the wider vision and strategies of the organisation. Also the farmer clubs, the SHGs and the Seed Management Committees are not aware about Gene Campaign's vision, mission and financial resources.

This situation causes frustration at the Jharkhand branch, causing people to leave. Gene Campaign misses the opportunity to become more accountable to tribal people, women and youth that are represented in its field office.

The field office is not aware about financial auditing procedures in their organisation.

Score baseline 2012 on an absolute scale from 0-3: 1
Score end line 2014, relative change on a scale of (-2, +2): -1

5.2.4 Perception of impact

Perception of Impact assesses the perceived impact of civil society actors on politics and society as a whole as the consequences of collective action. In this, the perception of both civil society actors (internal) as actors outside civil society (outsiders) is taken into account. Specific sub dimensions for this evaluation are the extent to which Gene Campaign has engaged more people in social or political activities, has contributed to strengthening CSOs and their networks, has influenced public and private sector policies.

Generally speaking Gene Campaign's impact at Jharkhand level has slightly improved as far as farmers, women, youth, tribal populations are concerned and the organisational structures that were formed (farmer clubs, self-help groups, seed banks and seed management committees). However no changes were observed regarding its relations with the public sector, including influencing policies. No relations exist with the private sector.

As mentioned in the previous dimensions, more farmers, women, youth and tribal populations are now engaged in Gene's project activities and some organisations established have become more self-reliant, enabling more people to earn a living. Promising livelihood activities mentioned are poultry, nursery raising and vermin-compost manufacturing. Exposure visits organised by Gene Campaign for its target groups help them to obtain new ideas about activities to improve their livelihoods and are said to have lessened their concerns about income, seed purchasing and lack of irrigation over the past two years. The seed banks now contain 972 varieties of indigenous seeds that are being conserved. Field staff is genuinely available for its targets groups.

³⁵ Data collection took place in Jharkhand and not in Delhi where Gene Campaign is located.

Collaboration of Gene Campaign with other NGOs in Jharkhand has decreased in the past two years and that they missed the opportunity to take a leading role the local NGO network to improve agricultural practices³⁶. It is however through this NGO network that Gene has disseminated information among farmers on the need to register their seed varieties under the Plant Protection Variety and Farmers’ Rights Act (PPVFRA) 2001, so that companies using their seeds are legally bound to pay them a royalty. The number of such registrations has increased from 18 to 144 in the past two years, showing that Gene is capable to strengthen farmer’s rights vis-à-vis private seed companies.

Gene Campaign continues working with public sector organisations as agricultural research institutes, state universities and the National Bank for Agriculture and Rural Development (with three ongoing projects) as it did in 2012. They continued their active involvement with the ministry of agriculture. Apart from supporting farmers to register their intellectual property rights regarding seeds, no other policy influencing activities take place in Jharkhand, mostly because staff is said not to have the capacity to engage with high level decision makers. Only the founder of Gene is engaged in policy influencing at national and international level.

Score baseline 2012 on an absolute scale from 0-3: 2
Score end line 2014, relative change on a scale of (-2, +2): +1

5.2.5 Environment

The social, political and economic environment in which civil society operates affects its room for manoeuvre. The civil society context has been described in chapter 3. In this section we describe how Gene Campaign is coping with that context.

No changes did occur with regards to the context in which Gene is operating and how Gene is coping with these challenges. Major challenges consist of two of the three blocks were Gene is operating are still being affected by Naxalism. However, Gene Campaign staff indicates that they feel that Naxals are not a threat as they see Gene Campaign as a valuable organisation.

Farmers continue to be pressured to sell their land to the mining industry because their land is mineral rich.

A 2011-12 Narrative Report authored by GC for Hivos lists some of the specific challenges faced by its Jharkhand unit vis a vis the environment they function in. These remain the same in 2014: a) farmers are not able to hold on to their harvest till the end of seed processing and certification period because of immediate financial need, a revolving “Buy Back Fund” is required to buy up the seed from farmers and settle accounts with them after seed sale; there are currently no funds for this b) because of the poor market infrastructure and connectivity, majority of the farming communities prefer to restrict production for family use c) non availability of agro met services makes farmers more prone to the vagaries of climate change d) small land holdings of majority of farmers makes it difficult to organise farmers for seed production e) drought, erratic rainfall and lack of support from government is leading to increased rice fallows every year f) in the changing climatic conditions farmers are keen to cultivate and produce seeds of high yielding varieties (read GM and hybrid seeds).

Score baseline 2012 on an absolute scale from 0-3: 3
Score end line 2014, relative change on a scale of (-2, +2): 0

³⁶ Field staff and ex-Hivos staff.

5.3 To what degree are the changes attributable to the Southern partners?

For Gene Campaign, the strategic orientations to focus on in this evaluation are civic engagement and the strengthening of intermediate organisations. During the evaluation process it became clear that in the case of Gene Campaign these two orientations are highly intertwined. This is because most activities focus both on the setting up of CBOs as on capacitating them. Therefore it was chosen to combine the two orientations in this section, and write up the explanations for the different activities.

5.3.1 Forming of Farmers Clubs

Farmers' Clubs (FCs) act as village bodies that inform farmers about various government schemes and help farmers avail them, disseminate best sustainable agriculture practises, plan and execute small business plans and assist members in getting loans etc. Gene Campaign's Jharkhand branch has been establishing FCs to act as intermediaries between it and farmers. In the last two years, they have established 16 new FCs in the two Jharkhand districts that are their project area.

However, another reason for this increase in the number of FCs is the pressure by NABARD, which Gene Campaign staffers said was funding a significant part of their activities. NABARD has been very insistent that NGOs being funded by it must establish FCs. Also, NABARD has been providing financial assistance to newly formed and registered FCs, resulting in villagers themselves getting interested in forming and registering FCs to avail such financial assistance.

The evaluators assess that all the above mentioned actors—and the factors that have been the consequence of their actions—have contributed to the expansion of the number of FCs. Gene Campaign's efforts have of course been an important component.

However, it may be noted that, the FCs thus established by Gene Jharkhand are still at a very primary stage, as only four of them (out of 20) are registered with NABARD and until so far only one FC has been successful in commercially producing vermin compost.

5.3.2 Seed Banks

The primary aim of Gene Campaign is conservation and promotion of traditional seed varieties and towards this it has been establishing seed banks, Seed Management Committees (SMCs), and conducting activities around collection of rare, indigenous seeds. Three new seed banks have been created in the last two years, four SMCs have been formed and 78 new varieties (of a total of 972) have been discovered and conserved in Gene Campaign's Master Seed Bank.

It must be noted, however, that the SMCs are in their initial stage of development. They are meant to act as community management institutions of the seed banks after the exit of Gene Campaign, a role that they do not seem to be ready for yet; also Gene Campaign staffers too are reluctant to hand over complete responsibilities to them clearly. These facts show that the SMCs are far from having capacitated such that they will cease to be effective if gene campaign were to exit in the near future.

Since there is no evidence or report which indicates that any other actor or factor is working on this issue in Jharkhand, the evaluators conclude that only Gene Campaign could be credited for making them happen.

5.3.3 Self Help Groups

The 16 new SHGs or the Mahila Samitis formed between 2012 and 2014 are not all formed from scratch by the Gene Campaign. Some of them were established by other NGOs, like NVJK (Nav Bharat Jagriti Kendra) and SPWD (Society for Promotion of Wasteland Development), but they became defunct once these NGOs pulled out. Such SHGs were re-activated by Gene Campaign.

A prominent success story of these SHGs is Saraiphool Mahila Samiti in Mailghongsa village, which developed a nursery on a commercial scale and started selling plants and making profits. But other SHGs have not been able to register such success yet, and it seems they are yet to develop as self-sustained women bodies.

The establishment of SHGs has also become easier over these past years because of high insistence of government and other funding agencies on SHG formation building. The bigger challenge is to make them self-sustained and exit, which Gene Campaign is yet struggling with.

Since setting up SHGs is an activity which is being promoted and implemented at a large scale by a number of actors, the evaluators believe that other than Gene Campaign, NGOs like NBJK, KGVK, banks like NABARD and government programmes like SGSY (Swarnajayanti Gram Swarozgaar Yojna) etc. also played direct or indirect yet limited roles in achieving the outcome.

5.3.4 Promotion of Sustainable Agriculture

Gene Campaign promotes sustainable agriculture practises, like SRI, use of indigenous seeds, bio-fertilisers and vermin-compost etc. It has made a number of efforts in this regard and arranged a number of trainings, outreach exercises. However, the state government of Jharkhand also promotes SRI through networks like ASHA (Alliance for Sustainable and Holistic Agriculture) and provides financial incentives for this. NGOs like SPWD (Society For Promotion of Wastelands Development) are also promoting this in the districts where Gene Campaign is working.

Despite all these efforts, the coverage of SRI technique is still extremely low (less than 350 farmers associated with Gene Campaign have adopted it). Gene Campaign has also imparted trainings regarding backyard poultry, animal husbandry, orchards development etc. to farmers in these years but these are long term initiatives and their results will take some time to show up.

The evaluators assess that for this outcome, a number of other actors than Gene and other factors have a role to play. These are: the state government, ASHA, SPWD. Also, other than these, renowned environmentalist Vandana Shiva's organisation Navdanya has also started working in some parts of Jharkhand recently, but neither the evaluators nor those interviewed have detailed information of Navdanya's work.

5.4 What is the relevance of these changes?

5.4.1 Relevance of the changes in relation to the Theory of Change of 2012

During the baseline in 2012 the Theory of Change indicated that the overall goal of Gene Campaign was sustainability of farmers. The two conditions for this goal are market linkages and favourable policies. Generally speaking the outcomes achieved as described in 5.2 and in 5.3 in the first place support the strengthening of CBOs, but evidence exists that only some CBOs are capable of engaging with local markets. No activities by Gene have been reported where they try to establish market linkages in Jharkhand.

No improvements in policies have been reported nor efforts undertaken by the Jharkhand office to improve policies at this level. It is to be observed that Gene has not attempted to influence the ministry of agriculture's policy of boosting agriculture with the use of hybrid seeds instead of indigenous seeds.

5.4.2 Relevance of the changes in relation to the context in which the SPO is operating

Gene Campaign is mostly working on capacity building of farmers. They aim to have farmers take ownership of the seeds that they produce and make them more self-sufficient. Moreover, Gene Campaign believes that the indigenous seed varieties which have not been genetically modified are

important to preserve. Therefore they motivate farmers to use these indigenous varieties and their knowledge of growing them, in order to preserve the seeds. This is the main goal of the Seed Banks.

Apart from this Gene Campaign is supporting farmers to protect their intellectual property rights with regards to the indigenous seeds they grow and conserve.

In relation to the context these efforts are valuable, because increasingly private seed companies are intruding local markets to sell hybrid seeds and are trying to commercialise indigenous seeds without any compensation for the farmers that invested in these seeds. Also the ministry of agriculture is now promoting the use of hybrid seeds to boost agricultural production.

Also these interventions are relevant when considering the extreme poverty and the illiteracy rate of Jharkhand's population. Any act of organising these populations and to help them to claim their rights, be it with regards to indigenous seeds or protecting their access to land, is to be considered relevant for securing their livelihoods.

5.4.3 Relevance of the changes in relation to the policies of the MFS II Alliance and the CFA

People Unlimited 4.1, as detailed in their MFS II programme should deploy four interrelated programmes that build and strengthen civil society in the South as the cornerstone of structural poverty alleviation. These programmes are: Green Entrepreneurship, Rights and Citizenship, Expression and Engagement, and Action for Change.

An ex-Hivos employee indicated that Gene Campaign's project is in alignment with Hivos' civil society strategy. It has been managed under the Green Entrepreneurship programme as it aims to mobilize farmers and build their capacities. The cooperation between Hivos and Gene Campaign was twofold: on the one hand Hivos supported them in the project described in this report, and on the other hand they were involving Gene in a network of NGOs in which Gene's charismatic leader was believed to be of great value which unfortunately did not materialise. We could conclude that Gene Campaign's outcomes achieved so far were not that relevant for Hivos' Green Entrepreneurship programme although it was promising at the beginning of the MFS II programme.

5.5 Explaining factors

5.5.1 Internal factors – Gene Campaign's Organisational Capacity

A disconnect between GC's Delhi-headquartered leadership and its Jharkhand branch personnel was apparent at the time of the baseline, as also during the end line. No one from the headquarters participated in either of the evaluation workshops in 2012 and 2014, both held in Jharkhand's capital Ranchi. The workshops made it evident that the executive, managerial and field level staff in GC Jharkhand lacked the organisation's larger vision, were uninformed regarding the broader issues at stake, and unaware of GC's work outside of the state.

A similar schism seems to exist between the executive and the ground-level staff within the Jharkhand branch too. The views and the information shared by the field staff and executive leadership were contradictory on a number of indicators, indicating yet another disconnect in GC, not just between the headquarters and the regional branch, but within the Jharkhand branch.

The past two years also saw GC Jharkhand's staff strength shrinking from fourteen to eight. External resource persons who have been in the know of GC Jharkhand's functioning observed that the high turnover was the consequence of the staff being demotivated, and often at the receiving end of harsh feedback. The vision from the top, they said, is hardly ever transmitted to the ground levels.

5.5.2 Relations Alliance - CFA-SPO

Hivos had expected Gene Campaign to contribute more to the NGO network. As this has not been materialised, they have been slightly disappointed. However, Gene's work in Jharkhand has been appreciated, including its impact upon civil society; the farmer clubs, self-help groups and seed management committees.

5.5.3 External factors

Although Gene Campaign is working under very severe conditions, these have not influenced their outcomes obtained. They manage to be operational in two blocks where Naxalists are in power. The severe poverty and high illiteracy rates may affect the slow improvement of CBOs becoming self-sufficient and the increasing presence of private seed companies that sell hybrid seeds may impact negatively upon their work, but no evidence has been observed to substantiate this.

Positive factors are for instance the support given by the government with regards to the promotion of sustainable agricultural development, including the financial support needed for NGOs to support this type of development. However it should be noted that the government aims to promote the use of hybrid seeds, which require less labour and generate higher yields.

6 Discussion

6.1 Design of the intervention

According to the Census 2011, Jharkhand's population is 32,988,134, of which about 76 per cent is rural at 25,055,073; Jharkhand's Department of Agriculture (DoA) says 80 per cent of the state's rural population is involved in agricultural activities, which makes agriculture the employment and primary source of their income.

Meanwhile, GC Jharkhand's work in three blocks of two districts in Jharkhand has established 20 Farmers Clubs (FCs), nine seed banks, constituted four Seed Management Committees (SMCs) and formed 22 Self Help Groups (SHGs). These numbers though commendable, are not statistically remarkable given the large numbers involved in Jharkhand's agriculture sector. A Ranchi-based development academic observed that the adoption rate of the SRI technique by farmers trained by Gene Campaign is negligible and that some might have adapted the technique but use hybrid seeds which requires less labour inputs and has higher yields. He added that there might be very few farmers who are repeat users of the SRI farming technique after one, or at most two, cropping seasons.

The past two years have not seen any noteworthy intervention or strategy to upscale Gene Jharkhand's work in the state, at least none that the Jharkhand branch staff were aware of and could inform the evaluators about. Till blueprints of such strategies are in the making, Gene Jharkhand's work cannot be leveraged into accruing significant benefits for the cause of sustainable agriculture using indigenous inputs.

Also, for sustainable agricultural practices using indigenous seed varieties to become popular, government buy-in is imperative. Actors in Jharkhand's development sector interviewed for the baseline and end line evaluations maintained that none among Gene Jharkhand's present staff have access to the language or the larger vision to lobby with the government. Only Gene's founder chairperson has this ability, and has lobbied effectively at the national and international levels in the past. However, no similar efforts were undertaken at the level of Jharkhand's agriculture policies. Regretting this, the experts pointed out that, lobbying is the need of the hour in Jharkhand given that the government is looking to raise the state's low agricultural productivity, this through pushing hybrid seeds. No documentation or dissemination of information to push for the link between increase in productivity through indigenous seeds and farming practices is being done by GC.

As a conclusion we can say that the programme of Gene Campaign was not designed well enough, especially as it was not taking the local needs into account. In order for it to have succeeded more it is necessary to implement a good needs-assessment at local level before implementing the programme. Farmers are often illiterate people and do not always understand the underlying reasons for Gene Campaigns work, such as climate change. It is therefore necessary to educate them on the background of the work and ask for their inputs before implementing such an intervention.

6.2 Replication of the intervention

The evaluation team believes that the intervention as it was now is not ready for any form of replication, be it in another context or by another organisation. However, on the last possibility there are some issues that should be improved in order for the programme to be more successful.

The single largest hindrance to the development of Gene Jharkhand's work has been the branch personnel's lack of access to the broader issues at stake. Both during the baseline and the end line,

the branch personnel remained unaware of their own significance in the chain of national and international activities—or indeed even the activities—to promote sustainable agricultural practices using indigenous inputs. At the most basic level, this meant that, no one, including Gene Jharkhand’s executive leadership, even knew to what end the data being generated by them on ground was being used for. Some knowledge of this might have helped the personnel acquire a sense of purpose larger than just establishing FCs and seed banks. Some of this could even have percolated down to the farming community that is Gene Jharkhand’s target.

Participation in seminars, lectures, workshops discussing the broader picture might have helped. So also a more encouraging engagement with the organisation’s Delhi headquarters, with the branch office informed routinely of the activities of the other Gene branches.

The FCs and SMCs would also benefit from information percolating down to them.

Also, a much more vibrant engagement with the policymakers—bureaucrat parliamentarians and politicians included—is imperative for the project’s impact to be meaningful to farmers all over the state, and indeed nationally.

7 Conclusion

Changes in the 2012-2014 period

In the 2012 – 2014 period the most important changes that took place in the civil society arena of Gene Campaign are 'Civic engagement' and 'Perception of impact'.

For the first dimension Gene Campaign managed to increase the number of Farmers Clubs (FCs), Seed Management Committees (SMCs) and Self Help Groups (SHGs). In total some 317 farmers in 30 villages have adopted the System of Rice Intensification proposed by Gene Campaign. Farmers, women, youth and tribal people show increased capacity to take ownership of their livelihoods and some of their organisations established. Apart from this the number of intellectual property rights for indigenous seeds registered by farmers under the Protection of Plant Variety and Farmers Rights Act has increased from 18 to 144 in the past two years, showing that Gene is capable to strengthen farmer's rights vis-à-vis private seed companies.

A slightly negative change can be observed with regards to the dimension 'Perception of Impact'. Many respondents had expected that Gene Campaign would grow out to become an example of an organisation capable of expanding its work to other areas and contexts. However networking with other NGOs in Jharkhand has seen a decline in the past two years and at national level Gene did not play a convincing role in the RRA Network of NGOs.

Contribution analysis

The evaluation did a quick contribution scan for four outcomes (Farmer Clubs, Seed Management Committees, Self Help Groups and the promotion of sustainable agriculture and concludes that Gene's contribution is most evidence when the Seed Management Committees are concerned. Apart from Gene Campaign, many other NGOs and the government are financially and technically supporting the creation of self-help groups, farmer clubs as well as promoting sustainable agricultural practices although these may not always include the use of indigenous seeds.

Relevance of these changes

With regards to the baseline ToC which mentioned two the importance of having market linkages and favourable policies, Gene's interventions and outcomes are not relevant because they did not address these issues.

With regards to the context in which Gene Campaign is operating, its interventions and outcomes achieved are relevant because farmers need to become more aware of the threats to their yields, and motivate them to use indigenous varieties.

With regards to the CS policies of Hivos, Gene Campaign's interventions and outcomes are relevant because it is in line with Hivos' Green Entrepreneurship programme which aims to build the capacities of farmers. The programme is very relevant to the work of Hivos in general. However, the cooperation between Hivos and Gene Campaign was not only on the project level, but also on the involvement of Gene Campaign in the RRA Network of NGOs. Here they were supposed to be an example for other organisations and scale up their programme. This has not happened, which makes their work not relevant in that respect.

Explaining factors

The information related to factors that explain the above findings was collected at the same time as the data were gathered for the previous questions. The evaluation team looked at internal factors within Gene Campaign, the external context in which it operates and its relations with Hivos.

Since the baseline assessment, staff turnover in the field office of Gene in Jharkhand has increased, which is mainly to be explained by the hierarchical structures in the organisation that hamper local staff to take ownership of the vision and mission of Gene beyond their daily work. Relations with Hivos did not influence the findings, because the relation between both organisations has remained

constructive, though Hivos' expectations of Gene's role in the Green Entrepreneurship programme were not met.

Project Design

The evaluation team believes that the intervention as it was now is not ready for any form of replication, be it in another context or by another organisation. Conditions that need to be in place in order to ensure more favourable development outcomes in the first place relate to the organisational structure and culture of the implementing organisation that needs to share responsibilities and information with regards to its vision, mission and implementation strategies across the organisation from top leadership to field staff directly working with grass roots organisations. Such an organisation also needs to avail of the necessary capacity to be able to engage with key policy makers that decide upon policies and procedures that affect the livelihoods of rural people.

Table 8

Summary of findings.

When looking at the MFS II interventions of this SPO to strengthen civil society and/or policy influencing, how much do you agree with the following statements?	Score
The CS interventions were well designed	3
The CS interventions were implemented as designed	7
The CS interventions reached their objectives	8
The observed outcomes are attributable to the CS interventions	6
The observed CS outcomes are relevant to the beneficiaries of the SPO	7

Score between 1 to 10, with 1 being "not at all" and 10 being "completely".

References and resource persons

Documents by SPO

<i>Title</i>	<i>Year</i>
Narrative Report	2010-2011
Narrative Report	2011-2012
Proposal 14.09.2010	2010
Workplan	2011-2012
Workplan	2012-2013
Hivos Work Plan & Budget	2013-2014

Documents by Alliance

<i>Title</i>	<i>Year</i>
FINAL HIVOS ALLIANCE MFS Report 2011_27-04-2012x	2012
Hivos Alliance MFS Report 2012	2012
Hivos Alliance MFS Report 2012	2013
Brief 110719 Hivos Alliance baseline strengthening civil society	2011

Other documents

<i>Author</i>	<i>Year</i>	<i>Title</i>	<i>publisher</i>
Social Watch	2012	Social and Economic Rights Fulfillment Index (SERF) – A new human rights approach	Social Watch
Heritage	2014	Economic Freedom of India	Heritage.org
M. Areparampil	1996	Displacement due to mining in Jharkhand	Economic & Political Weekly
Mati J.M., Silva F., Anderson T.	April 2010	Assessing and Strengthening Civil Society Worldwide; An updated programme description of the CIVICUS Civil Society Index: Phase 2008 to 2010	CIVICUS

Webpages

<i>Author</i>	<i>Title</i>	<i>Webpage link</i>	<i>date</i>
Find the Best	India Corruption Information	http://country-corruption.findthebest.com/l/98/India	August 2014
Find for Peace (FFP)	Country data and trends for India in 2014	http://ffp.statesindex.org/2014-india	August 2014
Freedom House	Freedom scores India	https://freedomhouse.org/report/freedom-world/2014/india-0#.VGcRvIwtcQ	August 2014
World Values Survey	India information	http://www.worldvaluessurvey.org/WVSContents.jsp	November 2014
Vision of Humanity	Global Peace Index for India	http://www.visionofhumanity.org/#page/indexes/global-peace-index/2014/IND/OVER	November 2014
FMSF	Foreign Contribution Regulation Act of NGOs	http://www.fcraforngos.org/	September 2014
The Times of India	Lens on foreign funds to NGOs featuring on IB report	http://timesofindia.indiatimes.com/india/Lens-on-foreign-funds-to-NGOs-featuring-on-IB-report/articleshow/37801293.cms	September 2014
First Post India	Jharkhand's shameful decade: 7,563 women raped	http://www.firstpost.com/india/jharkhands-shameful-decade-7563-women-raped-275159.html	November 2014
The Times of India	Jharkhand records highest Naxal violence this year	http://timesofindia.indiatimes.com/india/Jharkhand-records-highest-Naxal-violence-this-year/articleshow/19643167.cms	November 2014
Hindustan Times	After arcelormittal, Monnet Ispat may abort Jharkhand Plan	http://www.hindustantimes.com/business-news/after-arcelormittal-monnet-ispate-may-abort-jharkhand-plan/article1-1095911.aspx	November 2014
Infochangeinda.org	Jharkand: the failed promise of an adivasi state	http://infochangeindia.org/human-rights/analysis/jharkhand-the-failed-promise-of-an-adviasi-state.html	November 2014
Kafila	Jharkhand, twelve years later: Mahtab Alam	http://kafila.org/2012/12/05/jharkhand-twelve-years-later-mahtab-alam/	November 2014
Down To Earth	Bokaro's displaced still await compensation	http://www.downtoearth.org.in/content/bokaros-displaced-still-await-compensation	November 2014

The Economic Times	The New Land Acquisition Act to come into effect from 2014	http://articles.economictimes.indiatimes.com/2013-10-16/news/43107324_1_monsoon-session-jairam-ramesh-new-land-acquisition-act	September 2014
Wassan	Revitalizing Rainfed Agriculture	http://www.wassan.org/Support_Services_8.htm	November 2014
National Bank for Agriculture and Rural Development	NABARD	https://www.nabard.org/english/home.aspx	November 2014
Ministry of Science & Technology	Department of Science & Technology	http://dst.gov.in/	November 2014
SRI India	System of Rice Intensification (SRI)	http://www.sri-india.net	November 2014
Nav Bharat Jagriti Kendra	NBJK	http://nbjk.org	November 2014
Society for Promotion of Wastelands Development	SPWD	http://www.spwd.org	November 2014

Resource persons consulted

For confidentiality reasons, the names and details of the persons have been removed.

<i>Organisation</i>	<i>Function in organisation</i>	<i>Relation with SPO</i>
Gene Campaign	Programme Manager	
Gene Campaign	Coordinator	
Gene Campaign	Field Coordinator	
Gene Campaign	Field Coordinator	
Gene Campaign	Field Coordinator	
Gene Campaign	Field Staff	Ormanjhi Block, Ranchi
Gene Campaign	Field Staff	Angadha Block, Ranchi
Gene Campaign	Field Staff	Karra Block, Khunti
Chetna		Cooperating with SPO
Ranchi University		Resource person for Gene Campaign
Kisan Club		Cooperating with SPO
Kisan Club		Cooperating with SPO
Kuchu Panchayat, Ormanjhi Block		Cooperating with SPO
Sahiya		Cooperating with SPO
Saraiphool Mahila Samiti (SHG Angara Block)		Cooperating with SPO
Saraiphool Mahila Samiti (SHG Angara Block)		Cooperating with SPO
SMC Bijang, Ormanjhi block		Receives support to work with beneficiaries/ households
SMC Mailghongsa, Angara block		Receives support to works with beneficiaries/ households
Ex Hivos		Former programme coordinator Hivos India

Appendix 1 CIVICUS and Civil Society Index Framework

CIVICUS, the World Alliance for Citizen Participation is an international alliance of members and partners which constitutes an influential network of organisations at the local, national, regional and international levels, and spans the spectrum of civil society. It has worked for nearly two decades to strengthen citizen action and civil society throughout the world. CIVICUS has a vision of a global community of active, engaged citizens committed to the creation of a more just and equitable world. This is based on the belief that the health of societies exists in direct proportion to the degree of balance between the state, the private sector and civil society.

One of the areas that CIVICUS works in is the Civil Society Index (CSI). Since 2000, CIVICUS has measured the state of civil society in 76 countries. In 2008, it considerably changed its CSI.

1.1 Guiding principles for measuring civil society

Action orientation: the principal aim of the CSI is to generate information that is of practical use to civil society practitioners and other primary stakeholders. Therefore, its framework had to identify aspects of civil society that can be changed, as well as generate knowledge relevant to action-oriented goals.

CSI implementation must be participatory by design: The CSI does not stop at the generation of knowledge alone. Rather, it also actively seeks to link knowledge-generation on civil society, with reflection and action by civil society stakeholders. The CSI has therefore continued to involve its beneficiaries, as well as various other actors, in this particular case, civil society stakeholders, in all stages of the process, from the design and implementation, through to the deliberation and dissemination stages.

This participatory cycle is relevant in that such a mechanism can foster the self-awareness of civil society actors as being part of something larger, namely, civil society itself. As a purely educational gain, it broadens the horizon of CSO representatives through a process of reflecting upon, and engaging with, civil society issues which may go beyond the more narrow foci of their respective organisations. A strong collective self-awareness among civil society actors can also function as an important catalyst for joint advocacy activities to defend civic space when under threat or to advance the common interests of civil society vis-à-vis external forces. These basic civil society issues, on which there is often more commonality than difference among such actors, are at the core of the CSI assessment.

CSI is change oriented: The participatory nature that lies at the core of the CSI methodology is an important step in the attempt to link research with action, creating a diffused sense of awareness and ownerships. However, the theory of change that the CSI is based on goes one step further, coupling this participatory principle with the creation of evidence in the form of a comparable and contextually valid assessment of the state of civil society. It is this evidence, once shared and disseminated, that ultimately constitutes a resource for action.

CSI is putting local partners in the driver's seat: CSI is to continue being a collaborative effort between a broad range of stakeholders, with most importance placed on the relationship between CIVICUS and its national partners.

1.2 Defining Civil Society

The 2008 CIVICUS redesign team modified the civil society definition as follows:

The arena, outside of the family, the state, and the market – which is created by individual and collective actions, organisations and institutions to advance shared interests.

Arena: In this definition the arena refers to the importance of civil society's role in creating public spaces where diverse societal values and interests interact (Fowler 1996). CSI uses the term 'arena' to describe the particular realm or space in a society where people come together to debate, discuss, associate and seek to influence broader society. CIVICUS strongly believes that this arena is distinct from other arenas in society, such as the market, state or family.

Civil society is hence defined as a political term, rather than in economic terms that resemble more the 'non-profit sector'.

Besides the spaces created by civil society, CIVICUS defines particular spaces for the family, the state and the market.

Individual and collective action, organisations and institutions: Implicit in a political understanding of civil society is the notion of agency; that civil society actors have the ability to influence decisions that affect the lives of ordinary people. The CSI embraces a broad range of actions taken by both individuals and groups. Many of these actions take place within the context of non-coercive organisations or institutions ranging from small informal groups to large professionally run associations.

Advance shared interests: The term 'interests' should be interpreted very broadly, encompassing the promotion of values, needs, identities, norms and other aspirations.

They encompass the personal and public, and can be pursued by small informal groups, large membership organisations or formal associations. The emphasis rests however on the element of 'sharing' that interest within the public sphere.

1.3 Civil Society Index- Analytical Framework

The 2008 Civil Society Index distinguishes 5 dimensions of which 4 (civic engagement, level of organisation, practice of values and perception of impact), can be represented in the form of a diamond and the fifth one (external environment) as a circle that influences upon the shape of the diamond.

Civic Engagement, or 'active citizenship', is a crucial defining factor of civil society. It is the hub of civil society and therefore is one of the core components of the CSI's definition. Civic engagement describes the formal and informal activities and participation undertaken by individuals to advance shared interests at different levels. Participation within civil society is multi-faceted and encompasses socially-based and politically-based forms of engagement.

Level of Organisation. This dimension assesses the organisational development, complexity and sophistication of civil society, by looking at the relationships among the actors within the civil society arena. Key sub dimensions are:

- Internal governance of Civil Society Organisations;
- Support infrastructure, that is about the existence of supporting federations or umbrella bodies;
- Self-regulation, which is about for instance the existence of shared codes of conducts amongst Civil Society Organisations and other existing self-regulatory mechanisms;
- Peer-to-peer communication and cooperation: networking, information sharing and alliance building to assess the extent of linkages and productive relations among civil society actors;
- Human resources, that is about the sustainability and adequacy of human resources available for CSOs in order to achieve their objectives:
 - Financial and technological resources available at CSOs to achieve their objectives;

- International linkages, such as CSO's membership in international networks and participation in global events.

Practice of Values. This dimension assesses the internal practice of values within the civil society arena. CIVICUS identified some key values that are deemed crucial to gauge not only progressiveness but also the extent to which civil society's practices are coherent with their ideals. These are:

- Democratic decision-making governance: how decisions are made within CSOs and by whom;
- Labour regulations: includes the existence of policies regarding equal opportunities, staff membership in labour unions, training in labour rights for new staff and a publicly available statement on labour standards;
- Code of conduct and transparency: measures whether a code of conduct exists and is available publicly. It also measures whether the CSO's financial information is available to the public.
- Environmental standards: examines the extent to which CSOs adopt policies upholding environmental standards of operation;
- Perception of values within civil society: looks at how CSOs perceive the practice of values, such as non-violence. This includes the existence or absence of forces within civil society that use violence, aggression, hostility, brutality and/or fighting, tolerance, democracy, transparency, trustworthiness and tolerance in the civil society within which they operate.

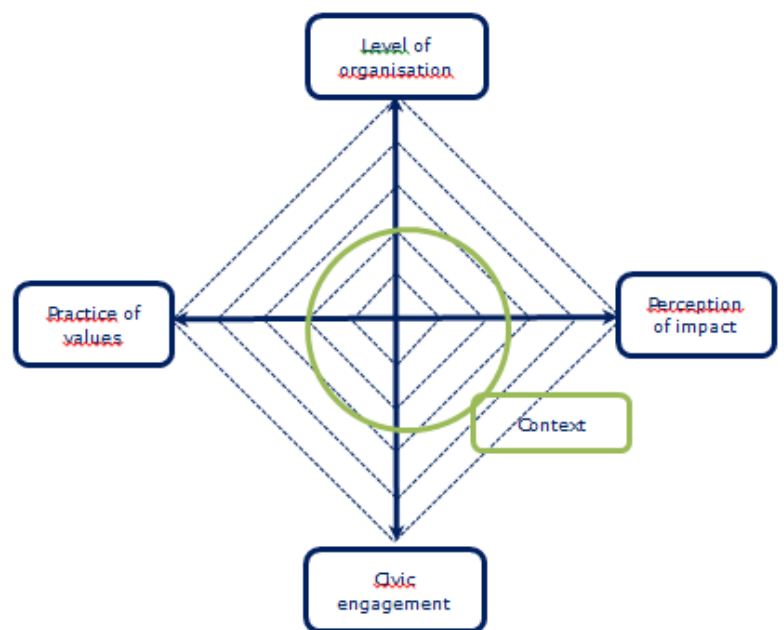
Perception of Impact. This is about the perceived impact of civil society actors on politics and society as a whole as the consequences of collective action. In this, the perception of both civil society actors (internal) as actors outside civil society (outsiders) is taken into account. Specific sub dimensions are

- Responsiveness in terms of civil society's impact on the most important social concerns within the country. "Responsive" types of civil society are effectively taking up and voicing societal concerns.
- Social impact measures civil society's impact on society in general. An essential role of civil society is its contribution to meet pressing societal needs;
- Policy impact: covers civil society's impact on policy in general. It also looks at the impact of CSO activism on selected policy issues;
- Impact on attitudes: includes trust, public spiritedness and tolerance. The sub dimensions reflect a set of universally accepted social and political norms. These are drawn, for example, from sources such as the Universal Declaration of Human Rights, as well as CIVICUS' own core values. This dimension measures the extent to which these values are practised within civil society, compared to the extent to which they are practised in society at large.

Context Dimension: External

Environment. It is crucial to give consideration to the social, political and economic environments in which it exists, as the environment both directly and indirectly affects civil society. Some features of the environment may enable the growth of civil society. Conversely, other features of the environment hamper the development of civil society. Three elements of the external environment are captured by the CSI:

- Socio-economic context: The Social Watch's basic capabilities index and measures of corruption, inequality and macro-economic health are used portray the socioeconomic context that can have marked consequences for civil society, and perhaps most significantly at the lower levels of social development;
- Socio-political context: This is assessed using five indicators. Three of these are adapted from the Freedom House indices of political and civil rights and freedoms, including political rights and



freedoms, personal rights and freedoms within the law and associational and organisational rights and freedoms. Information about CSO experience with the country's legal framework and state effectiveness round out the picture of the socio-political context;

- Socio-cultural context: utilises interpersonal trust, which examines the level of trust that ordinary people feel for other ordinary people, as a broad measure of the social psychological climate for association and cooperation. Even though everyone experiences relationships of varying trust and distrust with different people, this measure provides a simple indication of the prevalence of a world view that can support and strengthen civil society. Similarly, the extent of tolerance and public spiritedness also offers indication of the context in which civil society unfolds.

Appendix 2 Methodology Civil Society

This appendix describes the evaluation methodology that was developed to evaluate the efforts of Dutch NGOs and their Southern Partner Organisations (SPO) to strengthen Civil Society in India, Ethiopia and Indonesia. The first paragraph introduces the terms of reference for the evaluation and the second discusses design issues, including sampling procedures and changes in the terms of reference that occurred between the 2012 and 2014 assessment. The third paragraph presents the methodologies developed to answer each of the evaluation questions.

2.1 Introduction

2.1.1 Terms of reference for the evaluation

The Netherlands has a long tradition of public support for civil bi-lateral development cooperation, going back to the 1960s. The Co-Financing System ('MFS) is its most recent expression. MFS II is the 2011-2015 grant programme which meant to achieve sustainable reduction in poverty. A total of 20 consortia of Dutch Co Financing Agencies have been awarded €1.9 billion in MFS II grants by the Dutch Ministry of Foreign Affairs (MoFA).

One component of the MFS II programme addresses the extent to which the Southern Partners of the Dutch Consortia are contributing towards strengthening civil society and this evaluation assesses this contribution for Southern Partner countries in Indonesia, India and Ethiopia. The evaluation comprised a baseline study, carried out in 2012, followed by an end line study in 2014.

The entire MFS II evaluation comprises assessments in eight countries where apart from a civil society component, also assessments towards achieving MDGs and strengthening the capacity of the southern partner organisations by the CFAs. A synthesis team is in place to aggregate findings of all eight countries. This team convened three synthesis team meetings, one in 2012, one in 2013 and one in 2014. All three meetings aimed at harmonising evaluation methodologies for each component across countries. CDI has been playing a leading role in harmonising its Civil Society and Organisational Capacity assessment with the other organisations in charge for those components in the other countries.

This appendix describes the methodology that has been developed for the evaluation of the efforts to strengthen civil society priority result area. We will first explain the purpose and scope of this evaluation and then present the overall evaluation design. We will conclude with describing methodological adaptations, limitations and implications.

2.1.2 Civil Society assessment – purpose and scope

The overall purpose of the joint MFS II evaluations is to account for results of MFS II-funded or –co-funded development interventions implemented by Dutch CFAs and/or their Southern partners and to contribute to the improvement of future development interventions.

The civil society evaluation is organised around 5 key questions:

- What are the changes in civil society in the 2012-2014 period, with particular focus on the relevant MDGs & themes in the selected country?
- To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?
- What is the relevance of these changes?
- Were the development interventions of the MFS II consortia efficient?

-
- What factors explain the findings drawn from the questions above?

Furthermore, the evaluation methodology for efforts to strengthen civil society should:

- Describe how a representative sample of Southern partner organisations of the Dutch CFAs in the country will be taken
- Focus on five priority result areas that correspond with dimensions of the Civil Society Index (CSI) developed by CIVICUS (see paragraph 6.4 - Call for proposal). For each of those dimensions the call for proposal formulated key evaluation questions.
- Should compare results with available reference data (i.e. a CSI report or other relevant data from the country in question).

The results of this evaluation are to be used by the Dutch Ministry of Foreign Affairs, the Dutch Consortia and their partner organisations. The evaluation methodology has to be participatory in the sense that Dutch Consortia and their partner organisation would be asked to give their own perception on a range of indicators of the adjusted CIVICUS analytical framework in 2012 and in 2014.

2.2 Designing the methodology

2.2.1 Evaluation principles and standards

The overall approach selected is a participatory, theory-based evaluation through a before and after comparison. This paragraph briefly describes these principles and how these have been translated into data collection principles. It also describes how a 'representative sample' of Southern Partner Organisations was selected and how the initial terms of references were adjusted with the consent of the commissioner of the evaluation, given the nature of the evaluation component and the resources available for the evaluation.

Recognition of complexity

The issues at stake and the interventions in civil society and policy influence are complex in nature, meaning that cause and effect relations can sometimes only be understood in retrospect and cannot be repeated. The evaluation methods should therefore focus on recurring patterns of practice, using different perspectives to understand changes and to acknowledge that the evaluation means to draw conclusions about complex adaptive systems (Kurtz and Snowden, 2003)³⁷.

Changes in the values of the Civil Society Indicators in the 2012-2014 period are then the result of conflict management processes, interactive learning events, new incentives (carrots and sticks) that mobilise or demobilise civil society, rather than the result of a change process that can be predicted from A to Z (a linear or logical framework approach)³⁸.

A theory-based evaluation

Theory-based evaluation has the advantage of situating the evaluation findings in an analysis that includes both what happened over the life of the project as well as the how and why of what happened (Rogers 2004). It demonstrates its capacity to help understand why a program works or fails to work, going further than knowing only outcomes by trying to systematically enter the black box (Weiss 2004).

Theory-based evaluations can provide a framework to judge effectiveness in context of high levels of complexity, uncertainty, and changeability when traditional (impact) evaluation methods are not suitable: the use of control groups for the civil society evaluation is problematic since comparable organizations with comparable networks and operating in a similar external environment would be quite difficult to identify and statistical techniques of matching cannot be used because of a small n.

³⁷ C. F. Kurtz, D. J. Snowden, The new dynamics of strategy: Sense-making in a complex and complicated world, in IBM Systems Journal vol 42, no 3, 2003)

³⁸ Caluwe de, L & Vermaak H. (2003) "Learning to Change. A Guide for Organization Change Agents" Sage Publications.

Because SPO's theories of change regarding their efforts to build civil society or to influence policies may alter during the 2012-2014 period, it requires us to develop a deep understanding of the change process and the dynamics that affect civil society and policies. It is important to understand what has led to specific (non-) changes and (un)-expected changes. These external factors and actors, as well as the SPO's agency need to be taken into account for the attribution question. Linear input-activities-outputs-outcomes-impact chains do not suffice for complex issues where change is both the result of SPOs' interventions as those by other actors and/or factors.

Therefore, the most reasonable counterfactual that can be used for this evaluation is that of considering alternative causal explanations of change (White and Philips, 2012). Therefore the SPOs' Theory of Change constructed in 2012 is also related to a Model of Change constructed in 2014 that tries to find the ultimate explanations of what happened in reality, including other actors and factors that might possibly explain the outcomes achieved.

Triangulation of methods and sources of information

For purposes of triangulation to improve the robustness, validity or credibility of the findings of the evaluation we used different types of data collection and analysis methods as well as different sources of information. The CIVICUS analytical framework was adjusted for this evaluation in terms of providing standard impact outcome indicators to be taken into account. Data collection methods used consisted of workshops with the SPO, interviews with key resource persons, focus group discussions, social network analysis (during the baseline), consultation of project documents; MFS II consortia documents and other documents relevant to assess general trends in civil society

Participatory evaluation

The evaluation is participatory in that both baseline and end line started with a workshop with SPO staff, decision makers and where possible board members. The baseline workshop helped SPOs to construct their own theory of change with regards to civil society. Detailed guidelines and tools have been developed by CDI for both baseline and follow-up, and these have been piloted in each of the countries CDI is involved in. Country based evaluators have had a critical input in reviewing and adapting these detailed guidelines and tools. This enhanced a rigorous data collection process. Additionally, the process of data analysis has been participatory where both CDI and in-country teams took part in the process and cross-check each other's inputs for improved quality. Rigorous analysis of the qualitative data was done with the assistance of the NVivo software program.

Using the evaluation standards as a starting point

As much as possible within the boundaries of this accountability driven evaluation, the evaluation teams tried to respect the following internationally agreed upon standards for program evaluation (Yarborough et al, 2011). These are, in order of priority: Utility; Feasibility; Propriety; Accuracy; Accountability. However, given the entire set-up of the evaluation, the evaluation team cannot fully ensure the extent to which the evaluation is utile for the SPO and their CFAs; and cannot ensure that the evaluation findings are used in a proper way and not for political reasons

2.2.2 Sample selection

The terms of reference for this evaluation stipulate that the evaluators draw a sample of southern partner organisations to include in the assessment. Given the fact that the first evaluation questions intends to draw conclusions for the MDGs or the themes (governance or fragile states) for each countries a sample was drawn for the two or three most frequent MDGs or themes that the SPOs are working in.

The Dutch MFS II consortia were asked to provide information for each SPO regarding the MDG/theme it is working on, if it has an explicit agenda in the area of civil society strengthening and/or policy influence. The database then give an insight into the most important MDG/themes covered by the partner organisations, how many of these have an explicit agenda regarding civil society strengthening and/or policy influence. For Indonesia, 5 partner organisations were randomly selected for respectively MDG 7 (natural resources) and 5 for the governance theme. For India 5 SPOs were selected for MDG 1 (economic or agricultural development) and 5 others for the theme governance. The sample in Ethiopia

consists of 3 SPOs working on MDG 4,5 and 6 (Health); 3 SPOs for MDG 2 (education) and 3 SPOs for MDG 1 (economic or agricultural development).

2.2.3 Changes in the original terms of reference

Two major changes have been introduced during this evaluation and accepted by the commissioner of the MFS II evaluation. These changes were agreed upon during the 2013 and the 2014 synthesis team meetings.

The efficiency evaluation question:

During the June 2013 synthesis meeting the following decision was made with regards to measuring how efficient MFS II interventions for organisational capacity and civil society are:

[...] it was stressed that it is difficult to disentangle budgets for capacity development and civil society strengthening. SPOs usually don't keep track of these activities separately; they are included in general project budgets. Therefore, teams agreed to assess efficiency of CD [capacity development] and CS activities in terms of the outcomes and/or outputs of the MDG projects. This implies no efficiency assessment will be held for those SPOs without a sampled MDG project. Moreover, the efficiency assessment of MDG projects needs to take into account CD and CS budgets (in case these are specified separately). Teams will evaluate efficiency in terms of outcomes if possible. If project outcomes are unlikely to be observed already in 2014, efficiency will be judged in terms of outputs or intermediate results (e-mail quotation from Gerton Rongen at February 6, 2014).

Attribution/contribution evaluation question

During the June 2013 NWO-WOTRO workshop strategies were discussed to fit the amount of evaluation work to be done with the available resources. Therefore,

1. The number of SPOs that will undergo a full-fledged analysis to answer the attribution question, were to be reduced to 50 percent of all SPOs. Therefore the evaluation team used the following selection criteria:
 - An estimation of the annual amount of MFS II funding allocated to interventions that have a more or less direct relation with the civil society component. This implies the following steps to be followed for the inventory:
 - Covering all MDGs/themes in the original sample
 - Covering a variety of Dutch alliances and CFAs
2. The focus of the attribution question will be on two impact outcome areas, those most commonly present in the SPO sample for each country. The evaluation team distinguishes four different impact outcome areas:
 - The extent to which the SPO, with MFS II funding, engages more and diverse categories of society in the 2011-2014 period (Civicus dimensions "Civic engagement" and "perception of impact")
 - The extent to which the SPOs supports its intermediate organisations to make a valuable contribution to civil society in the 2011 -2014 period (Civicus dimension "Level of organisation" and "perception of impact")
 - The extent to which the SPO itself engages with other civil society organisations to make a valuable contribution to civil society in the 2011-2014 period (Civicus dimension "level of organisation")
 - The extent to which the SPO contributes to changing public and private sector policies and practices in the 2011-2014 period (Civicus dimension "perception of impact")
3. The CS dimension 'Practice of Values' has been excluded, because this dimension is similar to issues dealt with for the organisational capacity assessment.

The aforementioned analysis drew the following conclusions:

Table 9

SPOs to be included for full-fledged process tracing analysis.

Country	SPO in the in-depth analysis	Strategic CS orientation to include
Indonesia	Elsam, WARSI, CRI, NTFP-EP, LPPSLH	1. Strengthening intermediate organisations AND influencing policies and practices 2. If only one of the two above mentioned is applicable, then select another appropriate impact outcome area to look at.
India	NNET, CWM, CECEOEDCON, Reds Tumkur, CSA	1. Enhancing civic engagement AND strengthening intermediate organisations 2. If only one of the two above mentioned is applicable then select another appropriate impact outcome area to look at.
Ethiopia	OSSA, EKHC, CCGG&SO, JeCCDO and ADAA	1. Strengthening the capacities of intermediate organisations AND SPO's engagement in the wider CS arena 2. If only one of the two above mentioned is applicable then select another appropriate impact outcome area to look at.

Source: Consultation of project documents

2.3 Answering the evaluation questions

2.3.1 Evaluation question 1 - Changes in civil society for the relevant MDGs/topics

Evaluation question 1: *What are the changes in civil society in the 2012-2014 period, with particular focus on the relevant MDGs & themes in the selected country?*

Indicators and tools used

In line with the CIVICUS Civil Society Index, a scoring tool was developed in 2012 which comprises 17 indicators. The selection was inspired by those suggested in the terms of reference of the commissioner. Each indicator was, also in line with the CIVICUS index accompanied by an open evaluation question to be used for data collection in 2012 and 2014. In 2012 the scoring tool contained four statements describing the level of achievements of the indicator and scores ranged from 0 to 3 (low score - high score).

A comparison of the scores obtained in 2012 informed the evaluation team that there was a positive bias towards high scores, mostly between 2 and 3. Therefore during the 2014 assessment, it was decided to measure relative changes for each indicator in the 2012 – 2014 period, as well as the reasons for changes or no changes and assigning a score reflecting the change between -2 (considerable deterioration of the indicator value since 2012) and +2 (considerable improvement).

In 2012 and based upon the Theory of Change constructed with the SPO, a set of *standard indicators* were identified that would ensure a relation between the standard CIVICUS indicators and the interventions of the SPO. However, these indicators were not anymore included in the 2014 assessment because of the resources available and because the methodology fine-tuned for the attribution question in 2013, made measurement of these indicators redundant.

Also in 2012, as a means to measure the 'level of organisation' dimension a *social network analysis tool* was introduced. However this tool received very little response and was discontinued during the end line study.

Key questions to be answered for this evaluation question

In 2012, SPO staff and leaders, as well as outside resource persons were asked to provide answers to 17 questions, one per standard indicator of the scoring tool developed by CDI.

In 2012, the SPO staff and leaders were given the description of each indicator as it was in 2012 and had to answer the following questions:

1. How has the situation of this indicator changed compared to its description of the 2012 situation? Did it deteriorate considerably or did it improve considerably (-2 → +2)

2. What exactly has changed since 2012 for the civil society indicator that you are looking at? Be as specific as possible in your description.
3. What interventions, actors and other factors explain this change compared to the situation in 2012? Please tick and describe what happened and to what change this led. It is possible to tick and describe more than one choice.
 - Intervention by SPO, NOT financed by any of your Dutch partners
 - Intervention SPO, financed by your Dutch partner organisation(In case you receive funding from two Dutch partners, please specify which partner is meant here)
 - Other actor NOT the SPO, please specify.....
 - Other factor, NOT actor related, please specify.....
 - A combination of actors and factors, INCLUDING the SPO, but NOT with Dutch funding, please specify...
 - A combination of actors and factors, INCLUDING the SPO, but WITH Dutch funding, please specify...
 - Don't know
4. Generally speaking, which two of the five CIVICUS dimensions (civic engagement, level of organisation, practice of values, perception of impact, environment) changed considerably between 2012 – 2014? For each of these changes, please describe:
 - Nature of the change
 - Key interventions, actors and factors (MFS II or non-MFS II related) that explain each change (entirely or partially).

Sources for data collection

During the baseline and the end line and for purposes of triangulation, several methods were used to collect data on each (standard) indicator:

- Self-assessment per category of staff within the SPO: where possible, three subgroups were made to assess the scores: field staff/programme staff, executive leadership and representatives of the board,, general assembly, and internal auditing groups if applicable completed with separate interviews;
- Interviews with external resource persons. These consisted of three categories: key actors that are knowledgeable about the MDG/theme the SPO is working on and who know the civil society arena around these topics; civil society organisations that are being affected by the programme through support or CSOs with which the SPO is collaborating on equal footing, and; representatives of public or private sector organisations with which the SPO is interacting
- Consultation and analysis of reports that relate to each of the five CIVICUS dimensions.
- Project documents, financial and narrative progress reports, as well as correspondence between the SPO and the CFA.
- Social network analysis (SNA), which was discontinued in the end line study.

During the follow-up, emphasis was put on interviewing the same staff and external persons who were involved during the baseline for purpose of continuity.

2.3.2 Evaluation question 2 – “Attribution” of changes in civil society to interventions of SPOs.

Evaluation question 2: To what degree are the changes identified attributable to the development interventions of the Southern partners of the MFS II consortia (i.e. measuring effectiveness)?

Adapting the evaluation question and introduction to the methodology chosen

In line with the observation of Stern et al. (2012) that the evaluation question, the programme attributes, and the evaluation approaches all provide important elements to conclude on the evaluation design to select, the teams in charge of evaluating the civil society component concluded that given the attributes of the programmes it was impossible to answer the *attribution* question as formulated in the Terms of References of the evaluation and mentioned above. Therefore, the evaluation teams worked towards answering the extent *to which the programme contributed towards realising the outcomes*.

For this endeavour explaining outcome process-tracing³⁹ was used. The objective of the process tracing methodology for MFS II, in particular for the civil society component is to:

- Identify what interventions, actors and factors explain selected impact outcomes for process tracing.
- Assess how the SPO with MFS II funding contributed to the changes in the selected impact outcomes and how important this contribution is given other actors and factors that possibly influence the attainment of the outcome. Ruling out rival explanations, which are other interventions, actors or factors that are not related to MFS II funding.

Methodology – getting prepared

As described before a limited number of SPOs were selected for process tracing and for each country strategic orientations were identified as a means to prevent a bias occurring towards only positive impact outcomes and as a means to support the in-country evaluation teams with the selection of outcomes to focus on as much as was possible, based upon the project documents available at CDI. These documents were used to track realised outputs and outcomes against planned outputs and outcomes. During the workshop (see evaluation question on changes in civil society) and follow-up interviews with the SPO, two impact outcomes were selected for process tracing.

Steps in process tracing

1. Construct the theoretical model of change – by in-country evaluation team

After the two impact outcomes have been selected and information has been obtained about what has actually been achieved, the in-country evaluation team constructs a visual that shows all pathways that might possibly explain the outcomes. The inventory of those possible pathways is done with the SPO, but also with external resource persons and documents consulted. This culminated in a Model of Change. A MoC of good quality includes: The causal pathways that relate interventions/parts by any actor, including the SPO to the realised impact outcome; assumptions that clarify relations between different parts in the pathway, and; case specific and/or context specific factors or risks that might influence the causal pathway, such as for instance specific attributes of the actor or socio-cultural-economic context. The Models of Change were discussed with the SPO and validated.

2. Identify information needs to confirm or reject causal pathways as well as information sources needed.

This step aims to critically reflect upon what information is needed that helps to confirm one of causal pathways and at that at same time helps to reject the other possible explanations. Reality warns that this type of evidence will hardly be available for complex development efforts. The evaluators were asked to behave as detectives of Crime Scene Investigation, ensuring that the focus of the evaluation was not only on checking if parts/interventions had taken place accordingly, but more specifically on identifying information needs that confirm or reject the relations between the parts/interventions. The key question to be answered was: "What information do we need in order to confirm or reject that one part leads to another part or, that X causes Y?". Four types of evidence were used, where appropriate.⁴⁰

- *Pattern evidence* relates to predictions of statistical patterns in the evidence. This may consist of trends analysis and correlations.
- *Sequence evidence* deals with the temporal and spatial chronology of events predicted by a hypothesised causal mechanism. For example, a test of the hypothesis could involve expectations of the timing of events where we might predict that if the hypothesis is valid, we should see that the event B took place after event A. However, if we found that event B took place before event A, the test would suggest that our confidence in the validity of this part of the mechanism should be reduced (disconfirmation/ falsification).

³⁹ Explaining outcome process tracing attempts to craft a minimally sufficient explanation of a puzzling outcome in a specific historical case. Here the aim is not to build or test more general theories but to craft a (minimally) sufficient explanation of the outcome of the case where the ambitions are more case centric than theory oriented. The aim of process tracing is not to verify if an intended process of interventions took place as planned in a particular situation, but that it aims at increasing our understanding about what works under what conditions and why (Beach & Pedersen, 2013).

⁴⁰ Beach and Pederson, 2013

- *Trace evidence* is evidence whose mere existence provides proof that a part of a hypothesised mechanism exists. For example, the existence of meeting minutes, if authentic, provides strong proof that the meeting took place.
- *Account evidence* deals with the content of empirical material, such as meeting minutes that detail what was discussed or an oral account of what took place in the meeting.

3. Collect information necessary to confirm or reject causal pathways

Based upon the inventory of information needs the evaluation teams make their data collection plan after which data collection takes place.

4. Analyse the data collected and assessment of their quality.

This step consists of compiling all information collected in favour or against a causal pathway in a table or in a list per pathway. For all information used, the sources of information are mentioned and an assessment of the strength of the evidence takes place, making a distinction between strong, weak and moderate evidence. For this we use the traffic light system: **green letters mean strong evidence**, **red letters mean weak evidence** and **orange letter mean moderate evidence**: The following table provides the format used to assess these issues.

Table 10

Organisation of information collected per causal pathway and assessing their quality

Causal pathway	Information that confirms (parts of) this pathway		Information that rejects (parts of) this pathway	
Pathway 1 Part 1.1 Part 1.2 Etc	Information 1 Information 2 Information 3 etc	Source of information Source of information Source of information etc	Information 1 Information 2 Information 3 etc	Source of information Source of information Source of information etc
Pathway 2 Part 2.1 Part 2.2 Etc.	Information 1 Information 2 Information 3 etc	Source of information Source of information Source of information etc	Information 1 Information 2 Information 3 etc	Source of information Source of information Source of information etc
Pathway 3				






Sources: Dieuwke Klaver

5. Assessing the nature of the relations between parts in the model of change

The classification of all information collected is being followed by the identification of the pathways that most likely explain the impact outcome achieved. For this the evaluators assess the nature of the relations between different parts in the MoC. Based upon Mayne (2012) and Stern et al (2012) the following relations between parts in the MoC are mapped and the symbols inserted into the original MoC.

Table 11

Nature of the relation between parts in the Model of Change

Nature of the relation between parts and other parts or outcome	
The part is the only causal explanation for the outcome. No other interventions or factors explain it. (necessary and sufficient)	
The part does not explain the outcome at all: other subcomponents explain the outcomes.	
The part explains the outcome but other parts explain the outcome as well: there are multiple pathways (sufficient but not necessary)	
The part is a condition for the outcome but won't make it happen without other factors (necessary but not sufficient)	
The part explains the outcome, but requires the help of other parts to explain the outcome in a sufficient and necessary way (not a sufficient cause, but necessary) → it is part of a causal package	

Sources: Mayne, 2012; Stern et al, 2012

6. Write down the contribution and assess the role of the SPO and MFS II funding

This final step consists of answering the following questions, as a final assessment of the contribution question:

- The first question to be answered is: What explains the impact outcome?
- The second question is: What is the role of the SPO in this explanation?
- The third question, if applicable is: what is the role of MFS II funding in this explanation?

Sources for data collection

Information necessary to answer this evaluation question is to be collected from:

- Interviews with resource persons inside and outside the SPO
- Project documents and documentation made available by other informants
- Websites that possibly confirm that an outcome is achieved and that the SPO is associated with this outcome
- Meeting minutes of meetings between officials
- Time lines to trace the historical relations between events
- Policy documents
- etc

2.3.3 Evaluation question 3 – Relevance of the changes

Evaluation question 3: *What is the relevance of these changes?*

The following questions are to be answered in order to assess the relevance of the changes in Civil Society.

- How do the MFS II interventions and civil society outcomes align with the Theory of Change developed during the baseline in 2012? What were reasons for changing or not changing interventions and strategies?
- What is the civil society policy of the Dutch alliance that collaborates with the SPO? And how do the MFS II interventions and civil society outcomes align with the civil society policy of the Dutch alliance that collaborates with the SPO?
- How relevant are the changes achieved in relation to the context in which the SPO is operating?
- What is the further significance of these changes for building a vibrant civil society for the particular MDG/ theme in the particular context?

Sources for data collection

For this question the following sources are to be consulted:

- Review of the information collected during interviews with the SPO and outside resource persons
- The 2012 Theory of Change
- Interview with the CFA liaison officer of the SPO;
- Review of reports, i.e: the civil society policy document of the Dutch Alliance that was submitted for MFS II funding, relevant documents describing civil society for the MDG/ theme the SPO is working on in a given context.

2.3.4 Evaluation question 4, previously 5 - Factors explaining the findings

Evaluation question 4: *What factors explain the findings drawn from the questions above?*

To answer this question we look into information available that:

- Highlight changes in the organisational capacity of the SPO
- Highlight changes in the relations between the SPO and the CFA
- Highlight changes in the context in which the SPO is operating and how this might affect positively or negatively its organisational capacity.

Sources for data collection

Sources of information to be consulted are:

- Project documents

-
- Communications between the CFA and the SPO
 - Information already collected during the previous evaluation questions.

2.4 Analysis of findings

A qualitative software programme NVivo 10 (2010) was used to assist in organizing and making sense of all data collected. Although the software cannot take over the task of qualitative data analysis, it does 1) improve transparency by creating a record of all steps taken, 2) organize the data and allow the evaluator to conduct a systematic analysis, 3) assist in identifying important themes that might otherwise be missed, and 4) reduce the danger of bias due to human cognitive limitations, compared to "intuitive data processing" (Sadler 1981). The qualitative data in the evaluation consisted of transcripts from semi-structured interviews, focus group discussions workshops, field notes from observation, and a range of documents available at the SPO or secondary information used to collect reference data and to obtain a better understanding of the context in which the CS component evolves.

To analyse this diverse collection of data, several analytical strategies are envisioned, specifically content analysis, discourse analysis, and thematic analysis. Although each of these strategies can be understood as a different lens through which to view the data, all will require a carefully developed and executed coding plan.

Data have been coded according to: standard civil society indicator; outcome included for in-depth contribution analysis; relevance, and; explaining factors.

This qualitative analysis will be supported by a limited amount of quantitative data largely arising from the score assigned by the evaluation team to each performance indicator described in the civil society scoring tool. Other quantitative data in this study are drawn information provided in background literature and organisational documents as well as the Social Network Analysis method.

2.5 Limitations to the methodology

2.5.1 General limitations with regards to the MFS II evaluation

The MFS II programme and CIVICUS

Although the MFS II programme stated that all proposals need to contribute to civil society strengthening in the South⁴¹, mention was made of the use of the CIVICUS framework for monitoring purposes. The fact that civil society was to be integrated as one of the priority result areas next to that of organisational capacity and MDGs became only clear when the MoFA communicated its mandatory monitoring protocol. In consequence, civil society strengthening in the MFS II programmes submitted to the ministry is mainstreamed into different sub programmes, but not addressed as a separate entity.

This late introduction of the Civil Society component also implies that project documents and progress reports do not make a distinction in MDG or theme components vs those of civil society strengthening, leaving the interpretation of what is a civil society intervention our outcome and what not to the interpretation of the evaluation team.

At the same time the evaluation team observes that SPOs and CFAs have started to incorporate the organisational capacity tool that is being used in the monitoring protocol in their own organisational assessment procedures. None of the SPOs is familiar with the CIVICUS framework and how it fits into their interventions.

⁴¹ Policy Framework Dutch Cofinancing System II 2011 - 2015

Differences between CIVICUS and MFS II evaluation

CIVICUS developed a Civil Society Index that distinguishes 5 dimensions and for each of these a set of indicators has been developed. Based upon a variety of data collection methods, a validation team composed of civil society leaders provides the scores for the civil society index.

Major differences between the way the Civil Society Index is been used by CIVICUS and for this MFS II evaluation is the following:

1. CIVICUS defines its unit of analysis in terms of the civil society arena at national and/or subnational level and does not start from individual NGOs. The MFS II evaluation put the SPO in the middle of the civil society arena and then looked at organisations that receive support; organisations with which the SPO is collaborating. The civil society arena boundaries for the MFS II evaluation are the public or private sector organisations that the SPO relates to or whose policies and practices it aims to influence
2. The CIVICUS assessments are conducted by civil society members itself whereas the MFS II evaluation is by nature an external evaluation conducted by external researchers. CIVICUS assumes that its assessments, by organising them as a joint learning exercise, will introduce change that is however not planned. With the MFS II evaluation the focus was on the extent to which the interventions of the SPO impacted upon the civil society indicators.
3. CIVICUS has never used its civil society index as a tool to measure change over a number of years. Each assessment is a stand-alone exercise and no efforts are being made to compare indicators over time or to attribute changes in indicators to a number of organisations or external trends.

Dimensions and indicator choice

The CIVICUS dimensions in themselves are partially overlapping; the dimension 'perception of impact' for instance contains elements that relate to 'civic engagement' and to 'level of organisation'. Similar overlap is occurring in the civil society scoring tool developed for this evaluation and which was highly oriented by a list of evaluation questions set by the commissioner of the evaluation.

Apart from the overlap, we observe that some of the standard indicators used for the civil society evaluation were not meaningful for the SPOs under evaluation. This applies for instance for the political engagement indicator "How intense is your (individual staff or organisational) participation in locally-nationally elected bodies and/or sectoral user groups?"

Measuring change over a two-year period

The MFS II programme started its implementation in 2011 and it will finish in 2015, whereas its evaluation started mid-2012 and will end in the beginning of 2014. The period between the baseline and the end line measurement hardly covers 2 years in some cases. Civil society building and policy influence are considered the type of interventions that requires up to 10 years to reap significant results, especially when taking into account attitudes and behaviour. Apart from the fact that the baseline was done when MFS II was already operational in the field for some 1,5 years, some SPO interventions were a continuation of programmes designed under the MFS I programme, hence illustrating that the MFS II period is not a clear boundary. Contracts with other SPOs ended already in 2012, and practically coincided with the baseline assessment being conducted at the moment the relationship with the CFA had practically ended.

Aggregation of findings

Although working with standard indicators and assigning them scores creates expectations of findings being compared and aggregated at national and international level, this may lend itself to a quick but inaccurate assessment of change. Crude comparison between programs on the basis of findings is problematic, and risks being politically abused. The evaluation team has to guard against these abuses by ensuring the necessary modesty in extrapolating findings and drawing conclusions.

Linking the civil society component to the other components of the MFS II evaluation

The Theory of Change in the terms of reference assumes that CFAs are strengthening the organisational capacity of their partners, which is evaluated in the organisational capacity components, which then leads to impact upon MDGs or upon civil society. Because the evaluation methodology designed for both the organisational capacity and the civil society evaluation require considerable time investments of the SPOs, a deliberate choice was made not to include SPOs under the organisational capacity component in

that of Civil Society. This may possibly hamper conclusions regarding the assumption of capacitated SPOs being able to impact upon civil society. However, where information is available and where it is relevant, the civil society component will address organisational capacity issues.

No such limitations were made with regards to SPOs in the MDG sample, however, apart from Indonesia; none of the SPOs in the civil society sample is also in that of MDG.

2.5.2 Limitations during baseline with regards to the methodology

A very important principle upon which this evaluation methodology is based is that of triangulation, which implies that different stakeholders and documents are consulted to obtain information about the same indicator from different perspectives. Based upon these multiple perspectives, a final score can be given on the same indicator which is more valid and credible.

For India this has not always been possible:

- For each SPO a Survey Monkey questionnaire was developed to assess the intensity of the interaction between stakeholders in the network. Out of 233 actors that were invited to fill in this 5 minute questionnaire, only 79 actors effectively filled in the questionnaire = 34 %. The online Social Network Analysis aims at having both the opinion of the SPO on the intensity of the interaction with another actor, as well as the opinion of the other for triangulation. Important reasons for not filling in this form are that actors in the network are not technology savvy, or that they have difficulties in accessing internet.
- With regards to filling in offline interview forms or answering questions during interviews a number of civil society actors did not want to score themselves because they do not benefit from the interventions of the MFS II projects. Having the scores of their own organisations will help to assess the wider environment in which the SPO operates and possibly an impact of the SPO on other civil society organisations in 2014.
- With regards to public officials the evaluation team faced difficulties to have their opinions on a certain number of indicators such as perception of impact on policy influencing and relations between public organisations and civil society. Public officials fear that they will be quoted in the assessment, which may have repercussions for their position.

India has many different ethnic groups which speak many different languages. Although the evaluation team speaks the most important languages, sometimes it was really difficult to have a deep insight into all the processes in civil society and in policy influencing. Due to these language barriers it has been difficult to map the processes – the ripple effects of efforts to build civil society and to influence policies.

2.5.3 Limitations during end line with regards to the methodology

Project documentation

The methodology assumed that project documents and progress reports would be helpful in linking project interventions to the CIVICUS framework and obtaining an overview of outputs-outcomes achieved versus planned. These overviews would then be used to orient the in-country evaluation teams for the quick or in-depth contribution analysis.

In practice the most recent progress reports were hardly available with the CFAs or were made available later in the process. These reports often were not helpful in accumulating outputs towards to the planned outputs and even outcomes. Hardly any information is available at outcome or impact level and no monitoring systems are available to do so. Key information missing and relevant for civil society impact (but also to track progress being made on effects of project interventions) is for instance a comprehensive overview of the organisational performance of organisations supported by the SPO. For a number of SPOs the reality was different than the progress reports reflected which meant that constant fine-tuning with the in-country evaluation team was necessary and that CDI could not always provide them with the guidance needed for the selection of impact outcomes for contribution analysis.

Country specific limitations – India

The India team observes that triangulation of data was not always possible, given the resources available for the evaluation team. This was in particular valid for the first evaluation question regarding *changes*. Like during the baseline, government officials were not willing to take part in the evaluation because of the strict protocol they have to follow.

With regards to the first evaluation question on changes:

- During the end line scores (-2 until +2) were assigned to indicate relative changes. The in-country evaluation team observes that SPOs were inclined to interpret a score 0 as the organization not being performant on the issue, whereas in terms of the evaluation methodology it only states that no change took place which can be positive or negative in itself. This could lead to a bias towards having more positive changes.
- As already mentioned, there is overlap in answers being given for different indicators. They are not discriminatory enough, which is partly due to the CIVICUS framework and the indications given in the call for proposals.

With regards to the second evaluation question regarding attribution

- A critical step was the selection of the impact outcomes to look at for contribution analysis. Although strategic orientations for selection were given for each country as a measure to prevent bias taking place at SPO level, the ultimate selection of outcomes after the workshop and with the SPO focussed in most cases on impact outcomes to which the SPO claims to have positively contributed.
- The design of the model of change that visualizes all pathways that possibly explain the outcome achieved has also proven to be a difficult step. In this phase it is critical that the evaluation team works together to brainstorm on alternative pathways. A major challenge is that in-country teams at that moment of the evaluation have obtained a lot of information from the SPO, and not from other NGOs or resource persons, which possibly might strengthen their bias in favour of attributing change to the SPO.
- The focus of the assessment has been on the contribution of the SPO, rather than that of MFS II funding. Not in all cases MFS II contribution has been clearly earmarked for specific interventions or results and some CFAs have preferred to give institutional support to their partners, making it even more difficult to assess contribution/attribution.
- The process tracing methodology was not a simple step to step straight forward methodology and has needed a lot of back and forth between CDI and IDF and even within the CDI team. Points that were challenging: defining the ultimate outcome (SMART enough) to be explained through process tracing, identifying relevant pathways and describing them properly, defining indicators to assess whether the impact outcome has been achieved or not (look for the adequate information when it exists), dare to conclude that some pathways are less relevant than others, not wanting to include all the SPO's interventions to one outcome.
- Defining the strength of evidence came out to be quite subjective, especially when it came to assessing interviewee's inputs. How to carefully assess interview findings of the SPO with those of other actors.
- Process –Tracing requires sufficient documentation/ pieces of evidence and these were often not available at the level of the SPOs and when they were available they were often contradicting each other (different reports including different figures on the same results).
- More time was needed to get the methodology about process tracing well under control. Because of time and budget constraints, learning was made on the job. Moreover because of delayed feed-back from CDI side, errors were repeated since time did not allow for a spreading of SPO workshops.
- Because of resource constraints, coding of data collected was done once and for most but in practice it was not relevant: you first need to have an idea about the changes before you can do a good process tracing and before you can answer evaluation questions regarding relevance and explaining factors.

With regards to the general evaluation procedure

- The workshop methodology was structured for literate English speaking people, which was not always the case. As a consequence, delays and possible misunderstanding happened due to translation and more time was needed to process the data.

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- Many forms were filled in after the workshop/interviews and not between the workshop and the interviews as a means to inform the interview questions and the process tracing. The methodology and overall evaluation process would have benefited from allowing more time between the different parts, for example having more time between workshop and implementing process tracing to get properly prepared
 - The report format provided by the synthesis team includes lots of repetitions (for example, elements of the context are found back into standard indicators 5.1) and would have gained in being better structured.
 - The ToC developed during the baseline took SPO's staff time and dedication. The participants who had been involved during that process regretted that the end line workshop did not utilize the ToC more. In fact the ToC was used as a starting point to assess relevance issues, which was discussed during interviews rather than during the workshop.

With regards to collaboration between CDI and IDF

- The CDI team would have gained in being more consolidated (for example sending one type of feed-back to IDF) and having more dedicated time for the evaluation (feed-back did not arrive on time)

Civil Society Scoring tool - baseline

Civil Society Assessment tool – Standard Indicators

Dimension	Outcome domains		Question	Statements					What are factors (strengths, weaknesses) that explain the current situation?
				0	1	2	3	x	
Civic engagement	1	Needs of marginalised groups	How does your organisation take the needs of your beneficiaries/target groups, in particular marginalised groups into account in your planning, actions, activities, and/or strategies?	Are NOT taken into account	Are POORLY taken into account	Are PARTLY taken into account	Are FULLY taken into account	Question not relevant, because	
	2	Involvement of target groups	What is the level of participation of your beneficiaries/target groups, in particular marginalised groups in the analysis, planning and evaluation of your activities?	They are INFORMED about on-going and/or new activities that you will implement	They are CONSULTED by your organisation. You define the problems and provide the solutions.	They CARRY OUT activities and/or form groups upon your request. They provide resources (time, land, labour) in return for your assistance (material and/or immaterial)	They ANALYSE PROBLEMS AND FORMULATE IDEAS together with your organisation and/or take action independently from you.	Question not relevant, because	
	3	Political engagement	How intense is your (individual staff or organisational) participation in locally-nationally elected bodies and/or sectoral user groups?	No participation	You are occasionally CONSULTED by these bodies	You are a member of these bodies. You attend meetings as a participant	You are a member of these bodies. You are chairing these bodies or sub groups	Question not relevant, because	

level of organisation	5	Relations with other organisations	In the past 12 months what has been the most intensive interaction you had with other CSOs?	No interaction at all	Networking - Cooperation: Inform each other; roles somewhat defined; all decisions made independently	Coordination - Coalition: ideas and resources shared; roles defined and divided; all have a vote in decision making	Collaboration: organisations belong to one system; mutual trust; consensus on all decisions.	Question not relevant, because	
	5	Frequency of dialogue with closest CSO	In the past 12 months how many meetings did you have with the CSO that you have most intensive interaction with?	No interaction at all	Less than 2 times a year	Between 2 and 3 times a year	More than 4 times a year	Question not relevant, because	
	6	Defending the interests of marginalised groups:	Which CSO are most effective in defending the interests of your target groups? In the past 12 months, how did you relate to those CSOs?	No interaction at all	Networking - Cooperation: Inform each other; roles somewhat defined; all decisions made independently	Coordination - Coalition: ideas and resources shared; roles defined and divided; all have a vote in decision making	Collaboration: organisations belong to one system; mutual trust; consensus on all decisions.	Question not relevant, because	
	7	Composition current financial resource base	How does your organisation finance institutional costs such as workshops of the General Assembly (if applicable); attendans to workshops of other CSOs; costs for organisational growth and/or networking?	Depends on 1 international donor	Depends on few financial sources: one fund cover(s) more than 75% of all costs.	Depends on a variety of financial sources; one fund cover(s) more than 50% of all costs.	Depends on a variety of sources of equal importance. Wide network of domestic funds	Question not relevant, because	
Practice of Values	8	Downward accountability	To what extent can mandatory social organs (steering committee, general assembly, internal auditing group) ask your executive leaders to be accountable to them?	(financial) information is made available and decisions are taken openly	They fulfil their formal obligation to explain strategic decisions and actions	They react to requests of social organs to justify/explain actions and decisions made	Social organs use their power to sanction management in case of misconduct or abuse	Question not relevant, because	
	9	Composition of social organs	What % of members of your mandatory social organs belong to the marginalised target groups you are working	Between 0-10 % of all members of the social organs	Between 11-30 % of all members of the social organs	Between 31-65 % of all members of the social organs	More than 65% of all members of the social organs	Question not relevant, because	

			with/for?						
	10	External financial auditing	How regularly is your organisation audited externally?	Never	Occasionally, upon request of funders	Periodically and regularly, because our external funder asks for it	Periodically and regularly, because it is part of our code of conduct	Question not relevant, because	
Perception of impact	11	Client satisfaction	What are the most important concerns of your target groups? How do your services take into account those important concerns?	Majority of target groups are NOT satisfied	Majority of target groups are POORLY satisfied	Majority of target groups are PARTLY satisfied	Majority of target groups are MOSTLY satisfied	Question not relevant, because	
	12	Civil society impact.	In the past 12 months, what impact did you have on building a strong civil society?	You have not undertaken any activities of this kind	You have undertaken activities of this kind but there is no discernible impact	You have undertaken activities of this kind but impact is limited	You have undertaken activities and examples of significant success can be detected.	Question not relevant, because	
	13	Relation with public sector organisations.	In the past 12 months, what interaction did you have with public sector organisations to realise your programme and organisations' objectives?	No direct interaction	You have been invited by public sector organisations for sharing of information	You have been invited by public sector organisations for regular consultations (but public sector decides)	Formal and regular meetings as a multi-stakeholder task force.	Question not relevant, because	
	14	Relation with private sector organisations	In the past 12 months, what interaction did you have with private sector organisations to realise your programme and organisations' perspective?	No direct interaction	You have been invited by private sector organisations for sharing of information	You have been invited by private sector organisations for regular consultations (but public sector decides)	Formal and regular meetings as a multi-stakeholder task force.	Question not relevant, because	
	15	Influence upon public policies, rules, regulations	How successful have you been in influencing public policies and practices in the past 2 years?	No activities developed in this area	Some activities developed but without discernible impact	Many activities developed in this area, but impact until so far has been limited	Many activities developed in this area and examples of success can be detected	Question not relevant, because	

		Influence upon private sector agencies' policies, rules, regulations.	How successful have you been in influencing private sector policies and practices in the past 2 years?	No activities developed in this area	Some activities developed but without discernible impact	Many activities developed in this area, but impact until so far has been limited	Many activities developed in this area and examples of success can be detected	Question not relevant, because	
	16								
Context Environmental			In the past 2 years, how did your organisation cope with these changes in the context that may have been positive or negative consequences for civil society.	No analysis of the space and role of civil society has been done.	You are collecting information of the space and role of civil society but not regularly analysing it.	You are monitoring the space and role of civil society and analysing the consequences of changes in the context for your own activities. Examples are available.	You are involved in joint action to make context more favourable. Examples are available.	Question not relevant, because	
	17	Coping strategies							

Appendix 3 Civil Society Scoring Tool

This table presents the appreciation of the evaluation team regarding changes occurred for each indicator between 2012 and 2014 on a scale of -2 to + 2

- 2 = Considerable deterioration

- 1 = A slight deterioration

0 = no change occurred, the situation is the same as in 2012

+1 = slight improvement

+2 = considerable improvement

Dimension		Indicators	Question	Change
Civic engagement	1	Needs of marginalised groups	How does your organisation take the needs of your beneficiaries/target groups, in particular marginalised groups into account in your planning, actions, activities, and/or strategies?	+1
	2	Involvement of target groups	What is the level of participation of your beneficiaries/target groups, in particular marginalised groups in the analysis, planning and evaluation of your activities?	0
	3	Political engagement	How intense is your (individual staff or organisational) participation in locally-nationally elected bodies and/or sectoral user groups?	0
Level of organisation	5	Relations with other organisations	In the past 12 months what has been the most intensive interaction you had with other CSOs?	-1
	5	Frequency of dialogue with closest CSO	In the past 12 months how many meetings did you have with the CSO that you have most intensive interaction with?	-1
	6	Defending the interests of marginalised groups	Which CSO are most effective in defending the interests of your target groups? In the past 12 months, how did you relate to those CSOs?	+1
	7	Composition current financial resource base	How does your organisation finance institutional costs such as workshops of the General Assembly (if applicable); attendance to workshops of other CSOs; costs for organisational growth and/or networking?	0
Practice of Values	8	Downward accountability	To what extent can mandatory social organs (steering committee, general assembly, internal auditing group) ask your executive leaders to be accountable to them?	-1
	9	Composition of social organs	What % of members of your mandatory social organs belong to the marginalised target groups you are working with/for?	0
	10	External financial auditing	How regularly is your organisation audited externally?	Not applicable

Perception of impact	11	Client satisfaction	What are the most important concerns of your target groups? How do your services take into account those important concerns?	+1
	12	Civil society impact.	In the past 12 months, what impact did you have on building a strong civil society?	+1
	13	Relation with public sector organisations.	In the past 12 months, what interaction did you have with public sector organisations to realise your programme and organisations' objectives?	0
	14	Relation with private sector organisations	In the past 12 months, what interaction did you have with private sector organisations to realise your programme and organisations' perspective?	Not applicable
	15	Influence upon public policies, rules, regulations	How successful have you been in influencing public policies and practices in the past 2 years?	0
	16	Influence upon private sector agencies' policies, rules, regulations.	How successful have you been in influencing private sector policies and practices in the past 2 years?	Not applicable
CS context	17	Coping strategies	In the past 2 years, how did your organisation cope with these changes in the context that may have been positive or negative consequences for civil society.	0

Appendix 4 Changes in civil society indicators between 2012 and 2014

4.1 Civic Engagement

4.1.1 Needs of the marginalised groups

How does Gene Campaign take the needs of its beneficiaries/ target groups, in particular marginalised groups into account in its planning, actions, activities, and/or strategies?

Gene Campaign (GC) continues to work on sustainable agriculture through preservation and production of indigenous seed varieties and cultivation techniques. Towards this, they work closely together with local stakeholders, who are mostly farmers with medium and small landholdings faced with poor soil productivity and lack of good seeds. GC visits villages and consults the local communities. Among them are also women, youth and people from tribal communities. Involvement of local beneficiaries is an important part in project implementation.

Towards this, the past two years have seen GC—that works in three blocks of two districts in Jharkhand—expanding the numbers of the CBOs it supports and guides by: a) establishing 20 Farmers Clubs (FCs), of which 16 were formed between 2012 and 2014 b) setting up nine seed banks, three of them between 2012 and 2014 c) constituting four Seed Management Committees (SMCs) between 2012 and 2014 e) forming 22 Self Help Groups (SHGs), of which 16 have been formed between 2012 and 2014.

The GC staffers said that their work had expanded from seven villages to 12 villages in the Angara block of Ranchi districts between 2012 and 2014; only 44 farmers in the block were using the SRI⁴² (System of Rice Intensification) technique two years ago, now 210 farmers are. Similarly, the Ormanjhi block had not more than four farmers in two villages using the SRI technique in 2012, now, 117 farmers from 18 villages in block are using the technique.

A GC authored 2011-12 Narrative Report cites an instance which showcases how community needs sometimes even reshape the organisation's documented plans. Since a majority of farmers' families, on a certain seed distribution occasion, were uninterested in the seed production of the traditional Gundaribhog (scented rice) because of its low yield, changes were made in the intended results as agreed in the programme document—and new varieties were added after consultation with scientist of the Ranchi-based Birsa Agriculture University⁴³ (BAU) and participating families; marketing potential of the produced seed was however kept in mind while making these changes.

Barring the field staff who saw the situation as unchanged, all other levels in GC's Jharkhand branch said that the involvement of target groups had improved. It was observed that GC's interactions with associated SHGs were earlier only regarding SHG formation, but now member needs are discussed to create awareness on income generation activities. GC also organises exposure visits for farmers of FCs

⁴² System of Rice Intensification (SRI) emerged in the 1980's as a synthesis of locally advantageous rice production practices encountered in Madagascar by Fr Henri de Laulanie, a Jesuit Priest who had been working there since 1961. SRI is a combination of several practices those include changes in nursery management, time of transplanting, water and weed management. Its different way of cultivating rice crop though the fundamental practices remain more or less same like in the conventional method; it just emphasizes altering of certain agronomic practices of the conventional way of rice cultivation. All these new practices are together known as System of Rice Intensification (SRI). SRI is not a fixed package of technical specifications, but a system of production with four main components, viz., soil fertility management, planting method, weed control and water (irrigation) management. See <http://www.sri-india.net/html/aboutsri.html>

⁴³ Birsa Agricultural University (BAU) is an agricultural university established on June 26, 1981 at Kanke, Ranchi in Jharkhand and was formally inaugurated by the then Prime Minister of India, Indira Gandhi. Its primary objective is to develop area specific technologies and manpower in the field of agriculture, animal husbandry and forestry for the agricultural development of the plateau region of Bihar and economic upliftment of tribal and other backward class population of the region. See <http://www.bauranchi.org/about-bau/>

and members of SHGs on the issues of integrated farming model, SRI, horticulture, drip irrigation, poultry, duckery, modern techniques, machines and equipment etc. Further, GC provides information on agriculture to interested village youth. Also, when innovative activities, like mushroom cultivation, are met with initial resistance or hesitation, GC staffers spend more time with the community to gain its trust and discuss its wishes.

Score: +1

4.1.2 Involvement of target groups

What is the level of participation of Gene Campaign's beneficiaries/target groups, in particular the marginalised groups, in the analysis, planning and evaluation of its activities?

GC ensures participation of different target groups like women, youth and tribal people in their work, not just by identifying their needs, but also by involving them in planning of projects. Since Jharkhand has about 28 per cent tribal population, GC prefers implementing its projects in areas where the population consists of at least fifty per cent tribal people.

Hivos' December 2012 Interim Report states that GC conducts meetings with farmers of various villages and hears their concerns regarding seeds. It is only after such consultative meetings, where the provision of land for seed bank construction is also discussed, that a committee is formed by the villagers to decide on the details of the seed bank's construction. These meetings are also attended by the gram pradhan, panchayat cashier, panchayat samiti members, ward members and Jila Parishad members. Also, before the rice sowing season, the GC team prepares a list of farmers interested in paddy cultivation. For this, notices calling interested farmers to contact their gram pradhan or concerned panchayat representatives are put up in villages. Farmers are asked to register their names, along with the details of their land type (lowland, medium land, upland). Once the list is made, these farmers are called to one of GC's seeds banks where seeds are distributed according to the land type of the farmer. The seed is given in a barter system, farmers having to return three times the amount of seed they take. During the seed distribution, the farmers are also given information about organic fertilisers, organic pesticides, nursery preparation, transplantation etc.

The FCs, SMCs and SHGs formed and supported by GC are, in fact, the best guarantors of the target groups' participation in the organisation's planning, strategies and activities. The numbers of such CBOs have grown in the period between the baseline and the end line.

Over and above this, local Jharkhand youth continue to be a part of the GC's regional office; this in its own way can also be perceived as community input.

However, at around the time of the baseline, GC enjoyed some intense partnerships with local NGOs, and involved them in most of their planning and implementing activities. End line interviews conducted with such organisations indicated the waning of such relationships over the past two years.

The GC Jharkhand executive leadership maintained that the organisation continues to engage the target group in its work just like earlier. But the coordinators and staff in the field observed that there has been an improvement in target group participation. They said that the Gram Sabha⁴⁴ meetings are now being used by GC staffers to assess and service local needs better, as also seek opinions and ideas of the community to formulate strategies and work plans.

Score: 0

⁴⁴ The Gram Sabha (GS) is the cornerstone of the entire scheme of democratic decentralisation in India initiated through the 73rd Amendment to the Constitution. Hence, the success or failure of the Panchayati Raj system largely depends on how powerful and effective the GS is at the decentralised level to fulfil the desires and inspirations of the people. Article 243(B) of the Constitution defines the GS as a body consisting of persons registered in the electoral rolls relating to a village comprised within the area of the Panchayat at the village level. With regard to its powers and authority, Article 243 (A) of the Constitution says that the GS may exercise such powers and perform such functions of the village level as the Legislature of a State may, by law, provide. It is in the light of this that State legislatures have endowed certain powers to this corporate body relating to the development of the village. See <http://pib.nic.in/feature/feyr2000/fapr2000/f030420001.html>

4.1.3 Intensity of political engagement

How intense is Gene Campaign's (individual staff or organisational) participation in (locally) elected bodies and/or sectorial user groups?

GC is apolitical. Working as it does in a state that is rife with left extremism, it is very important that GC be perceived as such by those who it works with and, indeed, works for.

At the local level, however, GC has always continued to consult the village leader and the village level elected representatives (Panchayat members) before the start of a project or programme. Discussing programmes, gaining trust and sharing perspectives with them gives the GC activities backing from authority and makes project implementation more secure.

The only change in GC's engagement with elected village representatives between the baseline and the end line evaluations is that it now uses the gram sabha meetings to assess community needs and introduce its plans and activities among villagers. This helps building better rapport with community and the panchayats' approval is built into programme from the beginning.

An end line interview with a panchayat member associated with GC over the years revealed that panchayats in the GC project areas do have an overall idea of its activities, though they might not be actively working with it at present.

Score: 0

4.2 Level of Organisation

4.2.1 Relations with other organisation

What has been the most intensive interaction Gene Campaign had with another civil society organisation working on the same issue/topic?

In general, GC has strong interactions with national and international social movements and close linkages with farmers' organisations across the country. But, the Jharkhand branch interacts mostly with local organisations—among which are Sahiya, Chetna, Sidha and Krishi Gram Vikas Kendra (KGVK).

The executive leadership and field coordinators, based in Jharkhand, said that these interactions—as also those with CBOs such as FCs, SMCs and SHGs associated with GC Jharkhand—have improved over the past two years.

Unlike earlier, for instance, GC now shares not just SHG formation information, but also provides livelihood guidance to the SHGs associated with it.

With other local NGOs, GC continues to seek informal support towards gathering and disseminating information. Such as asking farmers to register their seed varieties under the Plant Protection Variety and Farmers' Rights Act (PPVFRA) 2001, so that they are paid royalty if seed companies use their seeds. Or, requesting these NGOs to relay to GC the demands of farmers for seeds. The two local NGOs that GC has collaborated intensely with over the past two years were named, Sidha and KGVK. Given that the objectives of both are aligned with those of GC's, and both have their own FCs, resource sharing is natural.

It was made clear, however, that such interactions with other NGOs happen only at the level of the leadership. Expectedly therefore, the field staff regretted that GC Jharkhand's relationships with other organisations have deteriorated. They, in fact, said that not only have no new working alliances been formed, GC, at least at their level, has even stopped working with the NGOs that were its partners at the time of the baseline evaluations.

Functionaries from local NGOs corroborated this, stating that, unlike earlier, they are now not in the know on much of GC's current activities because the interactions between GC and their organisations have declined in the last about one and a half years. They attributed GC's shifting its office out of Ranchi city to the Ormanjhi block as a probable reason for the organisation's isolation. But the primary reason for GC's neglecting smaller local NGOs like theirs, they reasoned, was typical of big NGOs that

host posh workshops with lavish lunches for local NGOs when they begin work in a new area. This is done to fulfil funder demand that they 'Network'. Funds are also allocated to smaller local NGOs initially, only to be withdrawn later, and the local NGOs are abandoned.

A Ranchi-based subject expert observed that some of the local NGOs GC Jharkhand works with are very weak, lacking capacity and understanding of farming practices; and that the past two years have seen a downside in GC's already weak networks. It is regrettable, he added, that problematic personal equations between GC's founder chairperson Sahai and renowned environmentalist Vandana Shiva have prevented them from joining causes despite the fact that Shiva's is the only other prominent organisation working in Jharkhand on similar issues.

Score: -1

4.2.2 Frequency of dialogue with closest civil society organisation

How many meetings did Gene Campaign have with the civil society organisation that Gene Campaign has most intensive interaction with? What is the name of this organisation?

The baseline evaluations had found the field staff out of the loop when it came to interactions with other CSOs. GC had conducted 30 to 40 meetings with other CSOs in the year 2012, according to the leadership; a minimum of two to three in a month, according to the coordinators. While the field staff had been unaware of how many meetings GC had had with other CSOs.

Keeping to this pattern, the end line evaluations had the executive leadership and the field coordinators reporting an improvement in the frequency of their interactions with the local NGOs over the past two years, while the field staff felt that the situation had deteriorated considerably.

The leadership noted GC now tries to organise at least one combined meeting with all the partner organisations on quarterly basis. The coordinators stated that the meetings with partner organisations are held as and when the need arises. The field staff stated that there was no interaction with other NGOs at their level.

Functionaries from some of the local NGOs that GC claims are its partners said that they had barely been in contact with the organisation over the past one and a half years.

Score: -1

4.2.3 Defending the interests of marginalised groups

Which civil society organisations are most effective in defending the interests of Gene Campaign's target groups? Why?

During the end line evaluations, the executive leadership said that earlier GC Jharkhand staffers would spend a bulk of their time training communities to manage seed banks. This has now resulted in the community-managed FCs and SMCs—two each in Angara and Ormanjhi blocks—effectively managing, and taking ownership, of the seed banks. The SMCs were a consequence of the maturing of the seed banks and were formed in February 2013. This has meant that some villagers now earn through the seed bank activities.

Compared to earlier, the SHGs too are now much more self-reliant, and some like the Saraiphool Mahila Samiti in Mailghongsa village of Angara block, Ranchi district, have graduated beyond mere thrift activities to embark upon profitable livelihood activities like raising nurseries, selling plants and vermin-compost.

The field coordinators and field staff, meanwhile, named KGVK that is working in Angara and Ormanjhi blocks, doing significant work with farmers on sustainable agriculture.

A Ranchi-based subject expert, however, estimated a less than five per cent adoption rate of SRI agriculture by farmers despite the efforts of organisations, including GC and the CBOs associated with it. Even in 2014, he said, the rare FCs that practice SRI, use hybrid and not organic or desi (indigenous) seeds, thus defeating the larger cause that GC is trying to promote. As the campaigns and marketing strategies of hybrid seed companies grow increasingly powerful, GC and its IOs are barely able to match up to be able to defend the best interests of their target groups.

Score: +1

4.2.4 Composition financial resource base

How does Gene Campaign finance institutional costs such as workshops of the General Assembly, if applicable; attendance to workshops with other civil society actors; costs for organisational growth and/or networking?

The GC Jharkhand staff, both at the time of the baseline and the end line evaluations, was uninformed about the organisation's larger funding situation, and whether it had been able to diversify its funding sources beyond that of MFS II. Fund raising and allocation were, and continue to be, seen as matters in the purview of the GC's Delhi headquarters.

At state level, however, the GC Jharkhand staff knew that workshops and trainings are funded project-wise, because the headquarters have asked them to maintain records accordingly.

The Jharkhand executive leadership shared its impressions of the regional office's situation vis a vis projects/funds: a) NABARD's orchard-related WADI⁴⁵ programme with a grant of Rs 17,5 million and a Rs 1 million component towards loans to be given to the SHGs involved b) NABARD's seed production programme with a Rs 956,000 lakhs funding; to end in 2016 c) NABARD's zero-energy seed banks programme with Rs 2,139 million funding, to end in September 2014.

Having said which, the executive leadership and coordinators described the current situation as a funding crisis. They shared that the organisation had seen a disturbingly huge turnover because it could not meet the demands for increase in salaries. The staff strength had reduced from 14 in 2012 to 8 currently; the vacancies created over time had not been filled up.

Independent interviews with local partner NGOs had them opining that GC Jharkhand did not seem in good financial health. GC would earlier involve them in its activities, and pay for their services, not any more.

Score: 0

⁴⁵ As an integral component of NABARD's Natural Resource Management policy of providing sustainable livelihoods, NABARD laid special emphasis on providing support for holistic development of tribal communities with orchard cultivation as the core element. The implementation of comprehensive Adivasi Development Programmes (ADP) in Gujarat since 1995 and in Maharashtra since 2000 had provided several insights for NABARD in framing strategies for holistic development of tribal regions. The central focus of ADPs is "wadi" (small orchard) together with suitable soil conservation, water resource development measures and other measures for improving the quality of tribal life such as community health & sanitation, women development, institutional development, etc. The wadi model of tribal development has been acclaimed worldwide as a sustainable and replicable model for poverty alleviation. Based on the successful experience of Adivasi Development Programmes, NABARD embarked upon an ambitious program of replicating the wadi model across the country. In this direction, NABARD created a Tribal Development Fund (TDF) with a corpus of Rs. 50 crore, out of its profits for 2003-04. The corpus was augmented from time to time. All projects under TDF are implemented by partnering with State Governments, Government of India, NGOs and Corporates. See https://www.nabard.org/english/livelihood_Support.aspx

4.3 Practice of Values

4.3.1 Downward accountability

To what extent can mandatory social organs (steering committee, general assembly, internal auditing group) ask Gene Campaign's executive leaders to be accountable to them?

In 2014, as at the time of the baseline evaluations, the organisation's headquarters in Delhi continues to be the repository of GC's larger vision, mission and funding.

A GC 2011-2012 Narrative Report does document outreach activities towards implementation and generation of awareness about GC's programmes, referring to meetings organised in 25 villages of Ormanjhi, 32 village of Angara and 17 villages of Karra block where a total of 958 community members were contacted.

However, the target groups interviewed for the end line evaluations—even at the FC, SMC and SHG levels—are mostly uninformed about project progress and funding situation.

The GC Jharkhand staff, also, does not seem to have a bigger picture awareness regarding the organisation's research and dissemination ambitions, or funding; limited as they are by their roles as field-level implementers and facilitators.

The field staff saw the situation as having remained unchanged since 2012. The coordinators complained that approvals need to be taken for small things. If for instance, workshops and trainings costs exceed the allocated amount, they have to be stopped because approvals for these cannot be sought or received on an urgent basis. GC Jharkhand's executive leadership, however, reported some improvement vis-à-vis downward accountability, observing that the organisation's decision making process has been decentralised over the past two years. Important decisions related to drafting project proposals and implementations are now taken after consulting staff at every level. The field coordinators and staff were unaware of such consultations.

A Ranchi-based resource person for GC observed that the organisation's centralised structure and decision making was causing huge staff turnover. The few who remain are under tremendous pressure and demotivated because "the vision from the top is hardly ever transmitted to the ground levels".

Score: -1

4.3.2 Composition of social organs

What percentage of members of Gene Campaign's mandatory social organs belongs to the marginalised target groups?

The People Unlimited Hivos Alliance Strengthening Civil Society baseline says: 93 per cent of (their) partners involve their target groups in analysis and programming, of which 59 per cent in a decision making position (in the board or other governing body) and 41 per cent have their target groups involved in an advisory role.

During the baseline as well as the end line evaluations, however, none of the GC staffers in the Jharkhand branch knew about the composition of their organisation's social organs. They observed that their Delhi headquarters had such information. They offered that the local staff comprises farmers, locals and people from the tribal communities.

Score: 0

4.3.3 External financial auditing

How regularly is Gene Campaign audited externally?

Both in the baseline and end line evaluations, GC's Jharkhand-based staff, including its executive leadership, said this question was irrelevant to them because audits happened in their head office in Delhi, and they had no information of these.

Score: Not Applicable

4.4 Perception of Impact

4.4.1 Client satisfaction

What are the most important concerns of Gene Campaign's target groups? How do Gene Campaign's services take into account those important concerns?

The most important concerns of GC's target groups continue to be food security, lack of income, lack of irrigation and seed purchase issues. GC Jharkhand's services have sought to address these concerns by assisting the formation of FCs and SHGs so that, organised as such, communities can benefit themselves through the adoption of sustainable farming practices, in turn generating income and food security in the long run.

The last two years have added not only to the numbers of FCs and SHGs formed by GC, but also seen the formation of four village-level SMCs mandated to manage the seed banks they are each associated with. Three new community-built seed banks, have also, been built with GC's support between 2012 and 2014.

GC continues to propagate the value of conserving and sowing indigenous seeds among these—as indeed through these—FCs, SHGs, and now also SMCs. Members of these bodies are also trained in the SRI techniques, and livelihood activities such as poultry, nursery raising and vermi-compost manufacturing. Exposure visits are organised for them on the issues of integrated farming model, horticulture, drip irrigation, modern agricultural techniques and equipment, poultry, duckery, and other livelihood activities. Over and above which, such bodies are taught the value of collecting and conserving indigenous seeds, and propagating them. GC has also guided the building of jal kunds (ponds) in the Ormanjhi block over the past two years, towards catering to the local demands for irrigation.

These above-mentioned activities, said the GC staffers, have lessened the target group's worries about income, seed purchase issues and lack of irrigation over the past two years. Some among the SMCs, for instance, are on the path to taking ownership of the seed banks, and have even started making and selling vermi-compost, and are profitable. At least one SHG has started commercial activities in the nursery it has raised.

These FCs, SHGs and SMCs, now, more than earlier, have the confidence that that GC is always available as a resource, and can be approached for information, and seeds. Pointing out a qualitative difference in GC's services, the field staff observed that the seed banks were distributing desi dhan (indigenous paddy seeds) earlier too, but now they are distributing more unnat beej (developed seeds) through the FCs.

GC's 2012-2013 Work Plan showcases how gaps are being identified and addressed to better the organisation's services. It notes that capacity building of small and marginal farmers in seed production techniques takes time, and that some farmers do not entirely follow all the guidelines as per seed crop cultivation calendar. More monitoring and onsite seed production supervision is therefore prescribed—this instead of increasing the area and number of participating farmers.

Members of the FCs interviewed during the end line evaluations corroborate GC's claims to having honed its services. They said that GC informs them about new issues and schemes, trains them and also provides them with resources to facilitate earning. Members from an SHG said that the GC's staffers pay them weekly visits and are always available on phone and that their nursery would not have started without GC's support and guidance.

The GC's Jharkhand staff, including the regional executive leadership, was unanimous that their performance pertaining to client satisfaction had somewhat improved over the past two years.

But the peer perception in Jharkhand's development sector is contrary. One of GC's local NGO partners was categorical that despite having dedicated grassroots workers GC's work has seen a downslide in the past two years. He complained that GC had aborted its past relationships with most local NGOs. A Ranchi-based development academic regretted that GC has not been able to achieve more than five per cent adoption of SRI among the state's farmers. Some FCs might have adapted the SRI technique of farming but they use hybrid seeds which require less labour inputs and have higher yields, he pointed out.

Score: +1

4.4.2 Civil society impact

What impact did Gene Campaign have on building a strong civil society?

GC Jharkhand promotes sustainable farming by organising farmers such that the community itself begins practicing, and eventually propagating, organic farming using indigenous seeds.

Towards this, the past two years have seen GC expanding the numbers of the CBOs it supports and guides by establishing 16 new FCs, 16 new SHGs, four new SMCs, three new seed banks and adding 78 new varieties to the 972 varieties of indigenous seeds they have collected and conserved over the years. It is to be noted that these increases in the number of CBOs that are GC's intermediate organisations (IOs), in turn, means enhancement in the target group population that is now availing of GC's services through the new FCs, SMCs and SHGs.

GC's efforts at promoting SRI have also seen success over the last two years. In 2012 only 44 farmers in the Angara block were using the SRI technique in 2012, now 210 are. Only three to four farmers had adopted SRI in Ormanjhi 2012, now 117 have.

The GC Jharkhand staff, including the executive leadership, was unanimous that their impact over civil society had improved over the past two years.

They pointed out that some of the GC-supported CBOs stand significantly more strengthened compared to two years ago. A member the Saraiphool SHG in the Mailghongsa village of Angara block confirmed this. Having graduated beyond mere thrift activities her SHG, she said, is now turning a profit by running a commercial nursery selling plants and vermi-compost. An FC member from Id village in Angara block of Ranchi district said they have also started earning by selling seeds and vermi-compost.

The field staff said they constantly engage with the FCs and SHGs to train them in income generating activities like poultry, orchards, kitchen gardens, vermi-compost making etc. GC also continues to involve these CBOs in the Wadi programme financed by NABARD, under which these bodies are given saplings, training and resources to raise guava, litchi and mango orchards.

The field coordinators, meanwhile, spoke of GC's continuing networking efforts with local NGOs on issues of SRI and preservation of indigenous varieties. Over the past two years, GC has been using this network to disseminate information among farmers on the need to register their seed varieties under the Plant Protection Variety and Farmers' Rights Act (PPVFRA) 2001, so that companies using their seeds are legally bound to pay them a royalty. Many local NGOs have also begun approaching GC with the demands of farmers in their areas of work for seeds. NGOs Chetna, Sahiya and Vikas Samiti were specifically named in this regard.

The field staff, however, qualified that their own contact with other NGOs is almost absent presently. The local NGOs interviewed for the end line evaluations agreed. They said that they had barely had any formal contact with GC since 2012.

Score: +1

4.4.3 Relation with public sector organisations

What interaction did Gene Campaign have with public sector organisations to realise its programme and organisations' objectives?

During the baseline, GC's Jharkhand staffers said that they work with the state agriculture department, ICAR (Indian Council of Agricultural Research), state universities such as the Birsa Agriculture University (BAU) and also NABARD (National Bank for Agriculture and Rural Development).

Two years later, the staff said that the situation had remained unchanged.

Generally, because of the nature of its work GC continues to engage with various departments in the agriculture ministry. Specifically, GC Jharkhand's project with the Government of India's Department of Science and Technology (DST) ended in March 2014, this was for trials of drought-free seed varieties, nursery raising, seed banks, registration of varieties etc. It still has three ongoing projects with NABARD, the last of which will end in 2016. GC's relations with BAU, however, seemed to have embittered; unlike at the time of the baseline, BAU academics were not forthcoming to be interviewed for the end line evaluations.

Score: 0

4.4.4 Relation with private sector agencies

What interaction did Gene Campaign have with private sector organisations to realise its programme and organisations' objectives?

As in 2012 so in 2014, all levels of staff at GC Jharkhand said the organisation does not work with the private sector. They elaborated that since GC's objectives do not match with those of private sector organisations there is no point coordinating or collaborating with them.

Score: Not applicable

4.4.5 Influence upon public policies, rules, regulations

How successful has Gene Campaign been in influencing public policies and practices in the past 2 years?

GC enjoys an eminent track record with regard to influencing public policies at the national, and even the international levels, especially so in the first decade of the millennium⁴⁶. Over the years, it established credibility as a research organisation in agriculture and brought out numerous case studies and publications. GC members have in the past served on various expert committees of the central government and legislative bodies. In Jharkhand, however, which is the evaluation's focus area, GC's influence in the sphere of public policies has been extremely limited.

The Jharkhand staff, in fact, remained as unaware in 2014 as it was in 2012, of the organisation's work in research and lobbying at the national and international levels.

A Ranchi-based development academic commented that GC's Jharkhand personnel don't write papers, "they only prepare data which is used by others in Delhi to write papers". Most of them, including the leadership, however, were ignorant even of the papers being authored and published, if at all, by GC vis a vis the data that they had been generating from the field. This disconnect was summed when the field staff said, "We do not know about things like policies and policy changes etc. as these are high level things".

⁴⁶ Gene Campaign has a track record with regard to preserving and strengthening the biodiverse resource base and has given shape to national policies and legislations on agriculture, food and livelihood issues. It began its work by conducting awareness and education programmes on Intellectual Property Rights issues raised in GATT/WTO, especially with regard to seeds and agriculture. GC subsequently led a coalition of civil society organisations and farmer's organisations that succeeded in bringing on to the national radar the dangers of seed patents and its effects on seed sovereignty. GC rallied for a national legislation that recognised the rights of farmers and breeders. Its efforts bore fruit when the Biological Diversity Act was passed by the Indian government in 2002. It succeeded in having a Biotechnology Policy framed for the country on a basis of a Supreme Court directive after its writ petition on the issue. It has also provided inputs on the Patent Amendment Act, especially on the protection of products developed from indigenous knowledge.

GC has not organised any seminar or conference in Jharkhand on the issues that they work on in the last two years.

All levels of GC staffers, however, pointed out that they had encouraged and facilitated the registration of many a farmer's ownership over indigenous seeds under the PPVFRA (Protection of Plant Varieties and Farmers' Rights Act, 2001). The number of such registrations had increased from 18 to 144 in the past two years. This rise, the executive leadership and the field coordinator's felt, implied that the organisation's capacities to influence public practices had improved.

Contrarily, a subject expert who had also been interviewed for the baseline assessment, maintained that the complexity of the issues involved in GC's work had far from been inculcated in, or imbibed by, the regional staff. None among them currently possess either the language or the larger vision to lobby with the highest levels of government. Only Gene's founder has this capacity to engage with high level officials in Jharkhand state but has omitted to do so during the period under evaluation. This is very unfortunate since lobbying is the need of the hour in Jharkhand given that the government is looking to raise the state's low agricultural productivity, this through pushing hybrid seeds. That increase in productivity is possible through indigenous seeds and farming practices, needs influencing, documentation and dissemination of such documented information by an organisation like GC. This is sorely missing, the academic regretted.

Score: 0

4.4.6 Influence upon private sector agencies' policies, rules, regulations

How successful has Gene Campaign been in influencing private policies and practices in the past 2 years?

Both during the baseline and the end line evaluations, all levels of staff at GC Jharkhand said the organisation does not work with the private sector.

Score: Not applicable

4.5 Environment

In the past 2 years, what were important factors/actors/trends (socio-economic, socio-political and socio-cultural factors) that have driven or hampered the achievement of Gene Campaign's organisational objectives? Are these positive or negative?

It is to be noted that only the staff of GC's Jharkhand branch participated in the baseline and the end line evaluation processes. Their perception of the evolving challenges in GC's external environment between 2012 and 2014 continued to be restricted to the geographical region of their work. They were largely unaware of changes in the national and international contexts with regard to the overarching issues—such as seed patenting, biodiversity, climate change etc.— that are involved in their work.

GC Jharkhand' executive leadership and field coordinators reported slight and considerable deterioration respectively with regards to their external environment over the past two years. They said that unpredictable weather and pressure by mining brokers on farmers to quit farming has negatively impacted GC's work; and added inappropriate marketing channels and improper implementation of policies for farmers to this list. The field staff, on the other hand, spoke of some improvement in the situation compared to the baseline since more farmers are now adopting the SRI technique because its success is becoming evident over the past years.

The disadvantages that GC's Jharkhand staffers have faced in the field over the past years, including the last two, are better understood keeping the states peculiar shortcomings in mind.

Carved out of Bihar just 14 years ago, the new state of Jharkhand has the second highest poverty headcount ratio in India at 36.96 per cent⁴⁷. Education is low at 66.4 per cent, with female literacy at

⁴⁷ http://mospi.nic.in/Mospi_New/upload/mdg_2014_28jan14.pdf

56 per cent⁴⁸. This extreme poverty and illiteracy has been increasingly exploited by vested interests looking for quick, often illegal, profits in this state that is rich in coal, iron, copper and bauxite—32 per cent of India's coal is mined in Jharkhand⁴⁹. Corporates and brokers are increasingly eyeing tribal communities for their mineral-rich land and cheap labour. Jharkhand has also become a fertile ground for human trafficking, and women and children are being trafficked into the various cities to be used as domestic help, and labour. In 2013, Jharkhand was the worst hit state by Naxal violence with 383 incidences of Left wing violence and 150 related deaths⁵⁰.

A 2011-12 Narrative Report authored by GC for Hivos lists some of the specific challenges faced by its Jharkhand unit vis a vis the environment they function in. These remain the same in 2014: a) farmers are not able to hold on to their harvest till the end of seed processing and certification period because of immediate financial need, a revolving "Buy Back Fund" is required to buy up the seed from farmers and settle accounts with them after seed sale; there are currently no funds for this b) because of the poor market infrastructure and connectivity, majority of the farming communities prefer to restrict production for family use c) non availability of agromet services makes farmers more prone to the vagaries of climate change d) small land holdings of majority of farmers makes it difficult to organise farmers for seed production e) drought, erratic rainfall and lack of support from government is leading to increased rice fallows every year f) in the changing climatic conditions farmers are keen to cultivate and produce seeds of high yielding varieties (read GM and hybrid seeds).

Also, out of the two districts and three blocks that GC Jharkhand works in, two blocks continue to be affected by the Naxalism. Farmers have been known to be affected adversely by this in the past; Naxals have reportedly even set fire to the fields of farmers who they don't get along with. But, the GC staffers, during the baseline and the end line, maintained that the Naxals have never questioned their work because they see it as beneficial to the community.

Quoting a positive development, the executive leadership said since 2011-2012 the Jharkhand government has started running a programme of financial incentives for promoting SRI, through NGOs as implementing agencies. The government pays Rs. 1250 per hectare (2.5 acres) for SRI implementation, Rs. 1000 for the farmer who adopts this farming technique, Rs. 200 for facilitating NGO and Rs. 50 for the resource scientist. The leadership qualified that the actual implementation of this whole programme is very poor.

Score: 0

⁴⁸ <http://jharkhand.gov.in/web/guest/facts&figures>

⁴⁹ <http://www.jharkhand.nic.in/mines/minerals.htm>

⁵⁰ <http://timesofindia.indiatimes.com/india/Naxalite-violence-down-in-2013-Jharkhand-saw-most-incidents/articleshow/29431937.cms>

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