

# **Samata's Centre for Advocacy and Support – Project Activities and Directions for Future in India**

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**Sida Evaluation 02/38**

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# Preface

This evaluation report is based on observations and findings of the two evaluators who had made the field visits and had the discussions separately. The reports are combined to provide an integrated view after discussions among the evaluators, the Executive Director and key personnel of Samata.

Samata has made tremendous strides in its long trudge from the villages of East Godavari to the State Capital and has been able to provide several meaningful initiatives in the current socio-economic and institutional context. Its ability to learn and respond to the communities need is very encouraging and needs consistent support.

**The office bearers and all the members of the network have been extremely cooperative during the entire evaluation process and their participation in discussions, exploring their strengths and weaknesses were possible with their honest and sincere sharing of concerns and aspirations.**



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# Executive Summary

Samata is over a old decade organization and has traversed a long way in bringing about meaningful interventions at various levels. Today it describes itself as a rights and environmental organization. Physically its core activities started from the village of Mallapuram in East Godavari district of A.P to the state capital, Hyderabad. The current project was evaluated after a close look at the documentation preceding the sanction of the project, its objectives and perspectives. The methodology of evaluation comprised study of the background material offered by Samata, discussions with its office bearers as well as staff and also field visits. Discussions were held during and after the field visits again with the office bearers and staff as well as the community based organizations which are the continuing linkages with the villages especially in Paderu and other areas of the Eastern Ghats hills of Visakhapatnam district. Interactions with tribal villages took place in the field visits, covering more specifically natural resource management and sustainable livelihood issues. Samata also gave material from the wider scope of its advocacy in matters like **mines, minerals & PEOPLE (mm&P)**, environmental impact assessment (EIA) and publications covering the Supreme Court verdict on the Samata case on mines and tribal rights as well as on joint forest management. Assessment of the work of the Coastal Rural Youth Network (CRYNet), was also studied. Two notes by Samata on its financial sustainability and perspective on sustainable development also were perused. (Annex 3 & 4).

The current project under evaluation is one in the series of funded projects punctuating the long history of existence. The terrain traversed by the core team of Samata has been filled with trials and tribulations. The institution has been in the thin wedge of existence, being at the receiving end from the State as well as the militants. It has had its triumphs in the broad range of constructive pursuits in from organising self-help groups, Forest Protection Committees, Guides and Trekking Operators Associations, Vegetable Growers Association to setting up micro-hydel units. It is each one of these experiences that have added to its ability, as the persistence of Samata in pursuing the issue of dispossessing Tribals of their lands. Samata took the issue to the highest realms of the Judiciary and making an effective use of the law and enabling several benefits to the Adivasi communities.

Our overall impression is that the grant of Sida has been put to the use designed for in 1998 in this phase of the project. The main developments and the gaps identified are as follows:

## Capacity Building:

- Need for specific infrastructure for holding programmes
- Need for continuing and specific field level inputs
- Need to quicken the pace of inter-personal exchange of skills
- Building up ability to articulate in other languages, particularly English and Hindi
- Enhancing ability to exchange information with universities and other research institutions like EPTRI
- Periodic exposures to participation events and activities outside the region

## Direct Legal Services:

- This area needs more innovative design efforts to reach out to all those to whom legal resources are possible. The potential to engage in cutting edge interventions and support to defenders of rights has been established already but needs to be carried forward.

- Even in the land related cases which may be of a routine nature efforts to identify and seek redressal must continue in top gear
- The pace of identification of the most potential legal redressal must be improved

### **Campaign Support and Legal Advocacy:**

- This should continue and the industry watch put on a more firm basis forging linkages with EPTRI and other research institutions
- Raising awareness on the need to conserve natural resources and finding ways to cope up with the pressures and impacts was essential
- Campaign for greater transparency in government departments in matters like industrial projects siting, JFM, economic support activities for tribals, etc

### **Information Support:**

A lot of strides have been made. The infrastructure to collect, process and disseminate, however, has not evolved concurrently.

- Teams for location and issue specific information generation must be explored
- The use of electronic media, especially radio, must be encouraged

### **Media Advocacy:**

It has been effective but the ability of members to work with journalists and writers must be sustained.

### **Linkages:**

The group has been successful in creating linkages with several groups and institutions. Examples are, creating space for marketing of produce in Rythu Bazaars of Visakhapatnam for tribal producers, organizing National Convention on Mining, and being nominated to host the next International Women and Mining Conference. Focus on the Eastern Ghats as visualized in the project document has to become more sharp. In the second phase there should be greater clarity whether the work in Orissa will continue and if so what more organizational and managerial inputs are required.

### **Establishing marketing arm:**

Suggestions for ensuring development of a strong and effective value adding marketing network have been made. The responses should be based on:

- Providing better returns to tribals and ensuring leverage to tribals
- Understanding the local context vis-à-vis larger issues before setting up of enterprises
- A distinct institution structure and staff guided by community linkages
- Detailed business plan and strategy of operations
- Different institutional models for leveraging market value
- A core investment fund for timely procurement and payments
- Basic norms for a relationship with producers and ensuring a schedule of procurement

## **Technical Expertise and Alternatives:**

This needs to be strengthened by consciously bringing in more professional inputs. Several areas require specific skills that can be met only by a network of professionals who can be drawn in for specific situations.

## **Organisation:**

- Creation of too many in-house positions should be avoided and requirements met more by networking
- Restructuring of the governing council with the view to bring in more expertise may also have to be thought of

## **Increasing focus on urban and urbanizing environments:**

The need for understanding the urbanization process and its implications particularly in the context of the industrial corridor being created in and around the Eastern Ghats has to be appreciated. The existing linkages of the group in small urban towns as well as its presence in Hyderabad should help in making potential interventions.

## **SECOND TRANCHE FOR THE PROJECT:**

This would help fulfill all the objectives for such a Centre as far as the points made above while ensuring the sustainability and utility of the Centre. In this context a perspective and funding pattern suggested by Samata merits consideration.

# 1 Objective, Efforts and Changing Situations

The Centre for Advocacy and Support was initiated to address environmental and natural resource issues particularly in the adivasi belt and adjoining coastal areas in North-Eastern Andhra Pradesh and adjoining parts of Orissa by building up the capacity of institutions that could collectively mobilise the efforts to secure justice to these vulnerable groups. The current project is among the first to lay a foundation for the building up of a resource base that can directly enable mentoring specific local institution while establishing a node for exchange of skills and resources among wider national constituency. The objectives of the Centre determine the specific project objectives and need to be addressed at these distinct levels within the larger framework of Samata. The stated objectives of the Centre are:

- *To work towards a people and environment friendly development of the Eastern Ghats region;*
- *To enable Community Based Organisations working with the marginalised like the tribals, farmers, fishermen etc build up their capacities with the Support and experience of Samata;*
- *To endeavour towards developing alternate development designs for optimal utilisation of resources;*
- *To empower the poor communities in the Eastern Ghats region and help them in their right to decision-making and right to life with dignity.*

## 1.1 Specific Objectives of the Project

The specific objectives of the project were:

- *to work for people's rights and environment vis-a-vis mining projects;*
- *to establish a lobby to support tribals of North Coastal Andhra Pradesh;*
- *to establish an industry watch of projects in North Coastal Andhra Pradesh;*
- *to build up the capacities of local groups and struggles in North Coastal Andhra Pradesh.*

## 1.2 Reflections and responses on the Objectives

The context has widened and the issues deepened with a dynamic set of activities concurrently occurring during the period, which include a need to shift the scales and the nature of effort and response.

The key changes that are perceived by the team are:

### 1) the rapid pace in the expansion of destructive development practices;

The common understanding and perception about the development processes shared by the members of the team could be summarised as:

- the State's effort to privatise and attract investments from industries has led to an order of magnitude increase in the need for tribal lands;
- the intensification and rapidity of urbanisation;
- the moves to lease tribal lands through various means;
- the rampant violations of environmental norms;
- the growing pressure on all natural resources.

## **2) the rapid degeneration of 'development programmes' into surrogate means for accessing control over peoples resources;**

There has been the realisation that the programmes initiated for development themselves become the cause for exploitation. This coupled with the failure of normal procedures, lack of continuity call for a change in the processes.

- the experience of supporting State programmes have been met with bitter success and the manner in which peoples participation is degenerated in various activities; (JFM recalled)
- the sudden and drastic reduction in development expenditures in the tribal areas because of the closure of IFAD programmes leading to collapse of several institutional structures;
- the rapidly eroding agricultural situation despite numerous programmes;
- the continued inertia among the officials in settling tribal lands and handing over the ownership papers.

## **3) the relative isolation and helplessness expressed by several struggle groups;**

During this period the organisation of the National Convention has brought home the feeling expressed by several groups of the isolation they face and in the light of the organised attempts like theirs the need to nucleate more;

- mining affected communities in several states including Karnataka, Orissa, Chattisgarh have sought support and solidarity and also methods to communicate the basic rights of affected communities;
- people from Protected Areas have been seeking support to address their rights with the enactment of the Wild Life Protection Act;
- experiences narrated at meetings jointly organised indicates a similar pattern of State and Industry collusion to suppress peoples rights.

## **4) the intensified efforts of different struggles and movements to close ranks and find common grounds;**

Over this period Samata and the CRYNET members have also witnessed the closing in of different movements and struggles and efforts are consciously being made to identify common grounds. The pluralistic involvement of several groups in the efforts of mm&P, the invitation to Samata to co-host or participate in various fora call for a closer understanding of the processes and means to achieve a framework to address issues collectively. Some observations include

- the need for norms for collaborative action,
- the need for a clear exposition of the stand of other movements on specific issues and broader framework,
- drawing up workplans and finding ways of realising them and
- creation of skill-pools for realising peoples objectives.

## **5) the outcome of efforts made in consciously linking mining affected communities**

The efforts made by the group to consciously link mining affected communities has thrown open a wider perspective and action requirement. The key perceptions reflected are:

- association with institutions which are working on various technical aspects, trade unions and other activist networks indicate the larger efforts required to protect people;
- technical and scientific inputs sought by struggle groups require far wider base of professionals to contribute.

## 2 The Methodology

The methods adopted to evaluate and derive inferences for the future design and development of an institution depends largely on the levels of mutual information between the prime-movers of the institution and the evaluation team. The evaluation team has been purview to the operations and efforts of Samata over several years and have been able to capitalise on this valuable relationship to draw forth the perceptions and aspirations. Broadly these could be described as

- Intense one-to-one; many-to-one and many-to-many discussions with a probing enquiry into personal and institutional aspirations;
- Visit to specific sites where activities were being undertaken and observation of people's responses;
- Studying the evolution of specific proposal, documentation, advocacy and research effort and
- Responses to suggestive efforts for consolidation and consensus on wider efforts.

### 3 Inferences and Observations

While some of the broader issues have been reflected in the assessment of the changing scenario the specific outcome may be briefly listed below;

#### a) Outcomes of Discussions and Interviews

The objectives have been addressed through specific tasks spread over the project period. While these project tasks are not an end in themselves an attempt was made to probe into the highs and lows of specific services rendered and draw upon a modal perception of the team. The following services have been rendered as a part of the programme:

##### Capacity Building

Samata has been conducting periodic meetings and training programmes on specific aspects relating to organisational aspects and advocacy related tasks.

- The perception widely held is that there is need for specific infrastructure for holding training programmes which can enable bringing more people under the purview of training and capacity building.
- Since several advocacy situations are very dynamic a need for continuing and specific field level inputs is expressed.
- The need for a high level of interpersonal exchange of skills is realised and perceived as not occurring at the desired pace.
- A conflict seems to exist between the time that needs to be spent in building individual capacities and the time to undertake day-to-day activities.
- A desire for ability to articulate in other languages particularly in English and Hindi is not translating to actual transformations.
- The ability to exchange information with Universities and other Research institutions needs to be enhanced.
- Periodic exposures through participation events and activities outside the region is desired as a means for rapidly grasping the magnitude of the issues involved and the means to exchange notes with other professionals.

A clear appreciation exists among the team members that the directions of pursuit in the project is what is best suited to the theme 'Samata' and larger demands made of their team is within their capabilities. There is also a desire to incorporate more members to realise their objectives.

##### Direct Legal Services

Though there have been some cutting-edge interventions and support to defenders of rights, in the perception of the team members the spread has been very limited compared to the potential existing within the team.

This area needs more innovative design efforts to reach out to all those for whom legal redressal is possible and clear precedents exist. While some improvements are possible with the redesign of roles of team members, the need for deeper understanding to evolve more effective strategies is widely felt. The ability of CRYNET members to raise specific local issues and seek redressal is demonstrative of the potential capacity of such efforts. Among the most recent efforts the appeal to move the Court to

protect the Urban Environment of Hyderabad is an example of the team's ability to use the judicial system.

- There is an apprehension that at the local level there may be a dip in the zest to identify and seek redressal as some of the land related cases may be of a routine nature. If this apprehension is real it calls for definitive corrections.
- The pace of identification of the most potential legal redressal process must be improved.

### **Campaign Support and Legal Advocacy**

There have been several efforts to address the impacts and implication of mining activities. The culmination of one of these efforts in the Campaign to create awareness among the visiting Ministry of Environment Officials on people's rights and their ability to articulate clearly and boldly across the entire region demonstrates a high degree of maturity in organising peoples responses.

The response at Public Hearing for HPCL's new LPG storage facility and raising public attention is indicative of the potential to address complex technical issues even in the Urban Context.

### **Information Support**

Information support is an area where some strides have been made while still a lot of insufficiency is felt. The extraction of key information and in time has been the cause for the success of campaigns. While the information needs have exploded, the infrastructure to collect, process and disseminate have not evolved concurrently.

There are several efforts required to manage information and enable use of existing information by struggle groups. Teams for location and issue specific information generation must be explored. The use of electronic media must be encouraged among the members for faster and cheaper access and focussed training on data-management and information exchange fostered among the team members.

### **Media Advocacy**

The team has effectively used media in several of its campaigns and has built up a reputation as a network that will bring to the fore issues of larger interests. While there are several issues that have been successfully raised and campaigns sustained, it is the recognition that the members are able to work with journalists and writers which has to be sustained. The CRYNET team has been recently sought advice and support by agencies in Orissa to help organise their media engagement strategy which is indicative of its potential role.

### **Linkages**

The group has been successful in creating linkages with several groups and institutions at several levels from the local level to the international level.

- Creating space for marketing of produce in Rythu Bazaars of Visakhapatnam for tribal producers is indicative of the ability to create linkages and provide continuity of the efforts initiated by the members in the tribal villages at the local level;
- Organising the National Convention in association with a larger network of team members is indicative of the ability to create a purposive linkage at a sectoral level and
- Being nominated to host the next World Women and Mining Conference is indicative of the groups ability to articulate and attract a role in global situations.

In order to sustain these linkages while all the existing efforts must continue it calls for rapid learning to service these functions.

## **Technical Expertise and Alternatives**

While a base is building up with greater demand from institutions in the region to aid them in design and implementation of watershed development programmes, micro-hydel and other food processing activities, the need is significant. The technical expertise need to be strengthened with consciously bringing in more professional inputs. Several areas require specific skills that can be only met with a network of professionals who can be drawn in for specific situations.

## **b) Responses during Visits**

Limited field visits were undertaken to specific sites where a member of the network or the members of the team were in the midst of some activities. These observations were discussed with the specific members and others who relate to such specific activities.

### **Sanjivini**

The nursery established by Sanjivini and the villages where it has initiated work were visited. The ability in nursery establishment and the skills to identify valuable plant resources is amply demonstrated. The rounding of skills and exploring assignments to establish nurseries and provide training to begin with for members of the network can be a very positive step in collaborative action and create a basis for continued association with communities involved in extraction and culture of medicinal plants.

The intervention in villages where HPCL has attempted to develop a programme is a classic example of how widely different is the process when attempted by an institution of this nature. Sanjivini could do well by highlighting areas where community has owned a development initiative and where the Company has implemented a scheme for 'adoption' of the village.

### **Borra**

The Samata team has been working in the region since early nineties and has fostered several innovative efforts besides protecting them from mining. The efforts of the team in collecting information which may form evidence of the Government's writ over the 14 villages, over which some confusion prevails since States of Orissa and Andhra Pradesh since States reorganisation several decades ago, is indicative of the positive role the team is capable of taking in supporting the government's efforts. It also demonstrates the deeper reach and closer linkages to people that has been evolved.

### **HPCL Site**

The visit to the HPCL site for underground LPG storage facilities brought out the need for more interaction with technical people to be able to characterise the impacts and articulate more effectively. The context where little direct public involvement is anticipated and the groups are seen as relatively new to the issues calls for further inputs to develop the network to address such issues and create a opinion on these developments.

### **CRYNET office**

Crynet has a small office at Visakhapatnam through which the Coordination and collaborative tasks are carried out. The office also brings out a newsletter. It also functions as a meeting point for several tribal groups coming into the town for various purposes. The infrastructure of the coordinating centre needs improvement to support the different tasks and be connected electronically to Hyderabad and other possible centres within the network.

## **Hyderabad**

The Central office of Samata is a place of constant flow in of people from within the network and various other institutions. While it has the ambience of a team in a hurry, it requires an expanded team to address the enlarged scope of activities. The relocation and retraining of some of the core members to keep a balance between the intense learning and action opportunities in the Eastern Ghats to enabling and advocating social justice in the larger context demands people with a variety of skills. The training demands suggest the need for a more specific and focussed infrastructure.

### **c) Assessment of Activity Evolution**

Over the years the ability to conceive an activity and follow-through logically progressively expanding the understanding has shown maturity. Initiatives have tended to rise from a limited number of members. This coupled with the narrow end to complete tasks often results in the rush of tasks for the key personnel.

The seeking of a more organised effort by several members and a seeming 'existence' in ad hocism and an impression carried that this is designed, calls for intense discussions on specific roles, responsibilities and eventualities in the dynamic change of larger events.

### **d) Responses to Suggestive Activities**

#### **1) Establishing the Marketing Arm**

The desire of many members is to evolve a minimum financial support base for the core team so that its activities need not suffer the fluctuations of finances. They identify that the produce of the tribal and rural communities which are fetching poor prices could be processed and marketed and each one is undertaking some efforts, however economically insignificant it may seem. One of the suggested activities was to strengthen the idea and seek the response of various members. There are several products some of which are already put in the market under a common brand name of 'Dhimsa'. The problems faced at individual levels in accomplishing such entrepreneurial efforts and in collective action were reviewed. Some significant responses include;

- A strong conviction that the effort must be stepped up and the twin possibilities of providing better returns to tribals and ensuring minimal financial leverage;
- A need for concerted effort in understanding the local context vis-a-vis the larger issues being addressed in the area before setting up of enterprises;
- A clearly distinct institutional structure and staff being guided by the concerns and community linkages of the members.

The suggestions for ensuring the development of a strong and effective value-adding and marketing network to complement the efforts include:

- Development of a detailed Business Plan and Strategy of Operations;
- Exploring different institutional models for leveraging market value;
- Establishing a core investment funds for timely procurement and payments and
- Laying down some basic norms for relationships with producers and ensuring a schedule of procurement.

The overwhelming positive response of most of the members is a common thread that makes them feel that 'what is within their grasp is not coming within reach'. The experiences with the current efforts

and the growing urban linkages that can open up niche markets demands a programmed input in terms of the institutional and financial design.

## **2) Increasing Focus on Urban and Urbanising Environments**

The existing linkages of the group in small urban towns as well as its presence in Hyderabad prompted the suggestion to focus attention on urban issues and resolve several problems that are within the reach of the team's abilities. The need for understanding the urbanisation process and its implications particularly in the context of the industrial corridor being created was also highlighted. The idea is well received and some members feel the recent efforts in generating awareness through folk and street-plays and stepping up legal action in Hyderabad is a beginning in right earnest. The problems relating to smaller towns may be varying and different tools and methods may be needed there including technical interventions. A broad consensus exists that urban areas in the working areas must be scanned for potential interventions.

## **3) Secular Mapping of Issues and Evolving Action Strategies**

It was suggested that an attempt be made to systematically address area by area in terms of the issues, possible actions and the long term strategies required for by different communities. This was to be the basis of evolving future action as well as a mechanism for understanding the need for different types of efforts in different regions and communities across the state. The utility of such an effort and the need for a comprehensive programme is recognised. It is also felt that this could be treated as an activity by itself and could be the ground for common work with several other institutions.

District by district assessment and analysis seems to be favoured by many team members as they see potential for such information in positioning the local demands at the District level.

## **Samata's Team and Financial Sustainability:**

Samata has developed from a small grass-roots community based group and the team of Samata has basically evolved from the community by building up the skills and talents of some educated tribal and rural youth. This team has been consistently committed to the core activities and functions of Samata. Samata works as a team through these core members who are involved in all the decision-making and operationalisation of all the activities of the organization. In the last fifteen years of Samata's work in the region a core team of 20 members has been built up for carrying forward the organisation's goals and objectives.

The activities of Samata are implemented at two levels. The Core Team as mentioned above, is a long term and committed team of the organization. The organization appoints staff for short term assignments or programmes depending on the need and the project planned. The resources for these staff are met from specific program grants. It is for the core team of Samata that a long term financial support on a sustained basis is desired.

The services of the core team of Samata are being very frugally compensated by the organization in the last fifteen years. We strongly feel the need at this stage, to provide a proper and sustained support to the group so as to continue the vision of addressing the development needs of the people of the Eastern Ghats.

The uncertainties of funding and the erratic flow of funds has been the cause for delays in implementation of planned activities or in fulfilling the basic needs of sustenance to the team. A lot of energy is being spent on trying to mobilize grants. Therefore, we find the need for financial sustainability for the organization, especially a Corpus Fund from which the core team could be supported.

At present there is an immediate need for an annual budget of Rs.24 lakhs for the core team of Samata considering the experience of the members and the responsibilities carried out by them. A projected estimate of the budget required for the team is provided below. This will enable Samata to function with better outputs in the long run without having to come back to Sida for financial support from time to time.

**(Figures in Rs. lakhs)**

|                | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|----------------|--------|--------|--------|--------|--------|
| <b>Monthly</b> | 2      | 2.30   | 2.65   | 3.04   | 3.50   |
| <b>Yearly</b>  | 24     | 27.60  | 31.74  | 36.50  | 41.98  |

**Note:** The above figures are for the Core Samata team of about 20 persons in year 1  
 There could be accretions to this core team based on the scale of operations  
 Within five years we expect an increase of five to six persons in the core staff  
 The yearly increases hence include hike due to inflation as also possible new staff  
 The increase based on the above has been assumed as 15% per year

Based on the above we estimate that for long term financial sustainability of Samata, we would need anywhere in the region of Rs. 4 to Rs. 5 crores as corpus funds. The interest generated through these funds would be able to sustain the Samata team.

## Samata's Perspective on Sustainable Development

The region of north coastal Andhra Pradesh is part of the rich eastern ghats belt. The vast bio-diversity of natural resources and different tribal communities rich in their traditional knowledge and practices are slowly dying out due to threats from unsustainable forms and policies of development imposed on them by the state and by external societies. It cannot be denied that these areas are repositories of wisdom and natural resources which are being forced to undergo drastic changes at a pace which is becoming difficult to contain.

The region is potentially endowed with thick moist and dry deciduous forests, river systems which are the catchment to a vast agricultural basin in the plains, and which have been harnessed for multipurpose projects.

The tribal people in the region, living in the midst of natural abundance face several adversities. The invaluable systems of livelihood, social customs and management practices are, undeniably, more sustainable and holistic in their understanding of life. Yet, it cannot also be denied that they do suffer adversities. They undergo physical pain in the form of starvation, malnourishment, disease and death commonly. They also undergo constant mental stress in the form of harassment from government and private external institutions like the moneylenders and traders, the non tribals from the mainstream who lay stakes to their resources by fraudulence. Displacement, eviction, loss of livelihood, loss of social and cultural roots, invasion of external social evils and other forms of economic destruction are unending threats to their peaceful existence. Therefore, while it is true that they have a tranquility of living in their traditional systems, it is also true that they have been demanding/appealing for fulfillment of basic human development needs and redemption from the extreme exploitation they are vulnerable to.

That the government has been unable to address even their elementary needs of proper housing, potable drinking water, better agricultural inputs, basic health services, minimum education, etc that the tribals have been asking for is not only shameful but also ironically contradictory. The nature of government assistance that tribals have been seeking for is to gain a simple relief from the extreme

physical suffering and not a complete shift from their traditional way of life. What the government has to offer is either a cipher or a total transformation which leaves behind no traces of their sustainable practices. They are made to believe that their ways of living and socio-economic practices are savage, primitive and uncivilised. Yet the modern nations are competing to acquire this traditional knowledge, control and gain rights over the resources and patent the knowledge systems so that they become globally powerful and 'sustainable'. On the other hand, the government urges the tribal people to give up their 'primitive' practices of agriculture and ways of life and absorb the modern techniques and methods in order to generate more productivity and profit.

There is, however, a vast difference between the tribal people practising their traditional knowledge and the modern world acquiring and practising this traditional knowledge. The difference lies in the single indomitable word 'sustainable'. The richness of tribal knowledge lies not only in the possession of the knowledge but also in its usage and application and herein lies the failure of the modern world in succeeding to follow traditional knowledge. The basic philosophy of ensuring that all living beings and creatures are accommodated, accepted and allowed to survive and given the time to replenish is followed by tribals in their livelihood practices and social institutions. The objective is not to capitalise on the resources available in the shortest possible time by the fewest powerful people. Traditional knowledge of tribals lies in the belief of the gradual evolutionary process of life and has the endurance and patience to experience this evolutionary process. Its world-view ascribes to the permanence of life while accepting the impermanence of existence. It has the profound wisdom to celebrate life in all its forms through dance and music even in the midst of calamities.

Modern world systems have tried to capture traditional knowledge while ignoring to pursue the philosophy in its totality. It is aimed at immediate exploitation of the knowledge and resources however unviable to the majority of the people and the natural environment. Nonetheless, it believes in rationalising the nature of exploitation through projecting it as the most sustainable and development induced form of existence. It has started to invade the regions of tribal and biotic abundance by calling it sustainable development intervention. It has snatched away the resources, destroyed the socially just systems and made tribal people susceptible to external exploitation. It has also left them confused and helpless as they have been repeatedly told that their traditional knowledge is to be abandoned if they need to be developed while the government and the modern world have not provided any opportunities to make them accessible to modern systems much as they eulogize these. Their rights over their resources have been taken away and left to the mercy of external societies and judiciaries. Any protests for self-assertion or for protection of either traditional knowledge or resources are being unscrupulously suppressed. A very peripheral intervention for addressing the basic needs is attempted to display that the state is a welfare state.

For organisations like Samata working for the tribal people, years of living and understanding their problems has shown that sustainability in the tribal context is an intricate balance of helping tribals protect their knowledge and systems while ensuring that their basic human needs for reducing suffering and death are provided by the state. It is to realise that sustainability is a way of life inherent to tribals. It is to demand from the government that it has to fulfill its social responsibility yet refrain from tampering with local institutions or systems. All we need is to assist the tribals in developing their capacities to confront the external societies, in developing their own skills to expand their resources utilisation and livelihoods by strengthening their indigenous skills or to be given the opportunity to explore new skills.

We find the need to advocate for improving literacy, education opportunities and health services while respecting and promoting their traditional health, agriculture, forest management and other social practices. We also find the need to bring together tribal people for self assertion as a larger national lobby.

## **The broad areas of future advocacy work on tribals and natural resources in the Eastern Ghats planned are:**

### **Tribal Advocacy**

Education

People's Control over natural resources and decision making

Skills in improving economic situation

Ability to protect traditional rights and customs

### **Environment Advocacy**

Protection of Eastern Ghats and its resources

### **How we look at sustainable intervention?**

The cause for the exploitative and deprived situation of the tribals is basically due to their lack of education, their inability to deal with the mainstream societies and their inability to protect their traditions. Whatever the nature of exploitation—whether traders, moneylenders, landlords, industries or even from the state is their illiteracy, ignorance of law and lack of political voice. Unless their literacy levels are improved drastically and their awareness of the laws and rights applicable to them under the constitution, it will be very difficult to reduce the exploitation of tribals. Hence Samata's intervention in advocating for the rights of tribals is focussed on:

Advocating for and pressurising government to expand and improve the education among tribals while approaching civil society to contribute to assisting in tribal education;

Strengthening tribals' awareness and ability to assert for rights through strengthening traditional self rule institutions and constitutional provisions like the Fifth Schedule, PESA, gram sabhas, and other local institutions/systems;

Reviving and strengthening traditional forest management practices, law and legal systems, agricultural practices, social institutions;

Promote tribal leadership, local organisation building among tribal youth and other groups/CBO's for raising a strong tribal lobby and representation in the region;

Building linkages and relationships between tribal communities of A.P and other states in Eastern Ghats;

Lobbying at a national level on policies related to tribals, their livelihood and customs to ensure that existing rights are protected and to fight for new rights which will strengthen or remove obstacles to their decentralised and self rule systems;

Support to tribals in enhancing their economic capacities through training in value addition, exploring linkages to better market options, lobbying at a policy level for amending laws regressive to tribals in marketing and

Lobbying for promotion of tribal way of agriculture, forestry and natural use management as a sustainable form of economic and social management.

## **SAVING THE EASTERN GHATS**

The Eastern ghats especially the belt in the North Coastal AP is an ecologically sensitive zone which needs to be protected from any further destructive development. This area provides the resources needed for the development and sustenance of life in the adjoining parts of the districts like drinking

water for Visakhapatnam, as catchment for Godavari and all the streams flowing in the north coastal region of AP etc. The need for protection of the natural resources of the eastern ghats is closely linked to protection of tribals as they are symbiotically dependent and it is on their sustained prosperity that the health and prosperity of the plains and all other societies is dependent.

The principal threat to the health of the eastern ghats is the nature of development and economic projects being proposed and implemented in the region. Hence Samata is focussing on advocating for ecologically sustainable forms of economic activities and not merely commercially profitable causes.

The advocacy for eastern ghats centres around campaigning for protecting the region as an ecologically sensitive zone and lobbying with government for safeguarding and protecting the constitutional framework and not violating it for the sole purpose of industrialisation. Samata monitors proposed industries through its industry watch programme.

Mobilising people for protecting the natural resources against negative and ill-impacts of industries on the eastern ghats as an important focus

Exploring for alternatives to the need for economic betterment and for optimal utilisation and harnessing of natural resources of eastern ghats for meeting the basic needs of the tribal communities is also part of the advocacy work for the eastern ghats. Eg: micro hydel for energy, suitable housing, potable drinking water, etc

Advocating on the richness and importance of the natural resources, the traditional practices of tribals which protects the environment with the mainstream population through various strategies for drawing support to protection of tribal rights and eastern ghats is also part of our work.

## **SUPPORT TO CRYNET**

Samata also provides support to a network of CBOs working in the districts of East Godavari, Visakhapatnam, Vizianagaram and Srikakulam. These groups work on a range of issues including thrift groups, joint forest management, government schemes, tribal rights and various development related issues. There are ten such groups who are part of this network. The network has its office at Visakhapatnam.

### **Activities**

Capacity building – includes quarterly sessions of five day duration on various development aspects, organisational issues etc;

Source funding for the network and some of its members groups on need basis;

Assisting the groups and the network in documentation, report writing especially in English as the networks present capabilities of the language do not match the requirements expected by donor institutions;

Planning and monitoring of the network activities. The network has a internal peer evaluation of the individual group members (CBOs);

Provide linkages required for various activities and also coordination between CRYNet and external agencies, wherever required and

Any other support that CRYNet might request from Samata from time to time.

## DEVELOPMENT ORIENTED ACTIVITIES

Samata is also involved in development activities in parts of the Eastern Ghats. The nature of involvement is a function of the intervention planned and ranges from awareness programmes to actual implementation of some programmes with the help of local communities.

### Activities

#### *Health*

Training the CHWs in health, hygiene, disease identification, local remedies, collection and maintenance of records etc

Initiate an awareness generation campaign amongst the communities on preventive measures for various ailments and diseases common to the area

Focussed activities on women's health and hygiene

Adopt and launch a health campaign in select interior pockets on a model basis

#### *Education*

A large number of village level primary schools have become defunct due to lack of funds and as the children of that age group are unable to travel the distances to attend the existing schools, they go without an education. The residential schools where they can be educated do not take anyone below 3rd class.

A substantial number of tribal boys and girls are unable to cope with one or two subjects they need to pass to qualify as tenth pass or Inter pass. Lack of proper coaching for these students does not allow them to graduate to higher level of studies.

Some of the tribals who pass intermediate board examinations are unable to fair well in the competitive examinations due to lack of proper coaching in the multiple choice format which is popularly followed now.

Despite the large number of reservations for the tribals, a number of tribal students who are able to complete graduation are not able to find proper jobs due to lack of timely information about the various career options open to them.

#### *Housing*

Provide tiles for the roof's for the tribal houses

Organise the villagers to reconstruct the houses using the tiles provided

#### *Drinking water*

Samata continually seeks to find tailor made alternative solutions for sustainable provision of drinking water to the villages in the hilly regions. Samata has an in house technical team which surveys, designs the alternatives and implements it through support of the donor and community.

Identify villages in the interior areas without assured drinking water supply

Design sustainable models of drinking water supply for the villages with the support of the community

Implement the design with the cooperation of the villagers

Organise the villagers to form a committee to oversee the maintenance of the water structure and system and also to utilise the water in an optimal manner.

### *Energy*

The technical team of Samata surveys and identifies sites suitable for implementation of renewable energy technologies. We also enlist different support organizations for such projects.

Identify, survey, design and implement micro hydro power projects

Organise field visits of experts on alternative energy systems to the villages of Eastern Ghats for studying the potential of alternative energy systems like wind energy and solar energy

Collect the data required for facilitating the above studies

### *mm&P*

Samata is the National Secretariat for an alliance of mining struggle groups and as such would implement all the activities which are entrusted to it by working committee of mm&P

## **INDUSTRY WATCH AND ENVIRONMENT**

Under industry watch, Samata has decided to concentrate on the region north of the Godavari basin including the districts of East Godavari, Visakhapatnam, Vizianagaram and Srikakulam. This would also include the Coastal region at one end and the Eastern ghats at the other end. Samata will focus its activities in this region with emphasis on proposed projects and also existing industries.

Further build the knowledge base of the staff members on polluting industries, how they pollute, harm due to various pollutants and other related aspects of the legislation concerning polluting industries

Focus on the most polluting industries in the region and study and compare the given standards with worldwide standards and also recommend alternative standards wherever possible.

Make the standards more easily interpretable by the local community and educate them about the possible means of recourse in case of violation

On proposed industries, Samata will study the industrial plan for the region and by hiring external experts (wherever necessary) suggest alternatives wherever possible.

Attend public hearings and also ensure that all the rules laid down are followed by the proposed industry. Compile the information that is provided in the public hearings for future monitoring.

Develop a database of the various industries in the region

Network with community organizations and other groups for a combined action wherever such a situation arises

Further strengthen the existing linkages with State level agencies like APPCB, EPTRI etc for a smoother transfer and dissemination of information

## **URBAN ISSUES**

Samata's activities in the urban sector emanate from its concerns about the environment it functions in and the resolve to change it for the better.

Urban slum problems, issues and motivating people's responses in select slums of Visakhapatnam. Samata role in these activities is to provide a voice for the people and community in these urban areas to help them find solutions and resolve their problems with the governing authorities. The issues range from legal rights on their houses to provision of basic services.

Water problems in the ever-growing cities and towns of Andhra Pradesh. The initial focus of Samata is on water demand and supply in Visakhapatnam. We propose to document and highlight the various issues related to water for the city of Visakhapatnam. This would include collection of data, maps, exploration of the different sources, estimating the needs of the growing population and exploring all possible sources. Samata once this documentation and research is completed will highlight the needs and generate awareness about the same. Similar exercises would follow for other cities and towns.

Work with experts in understanding the post industrialisation problems of urban areas

Public interest issues – Samata from time to time and on need basis takes up public interest issues as either as campaigns through media or through legal recourse.

## **To undertake the above activities and also in addition to them Samata has the following support activities**

### **Marketing Support**

This is primarily a support activity, with Samata lending a helping hand to communities which are interested in selling their products in non local markets.

#### **Activities**

Mobilise, motivate and provide training in processing and value addition of forest and agricultural products to the communities in the tribal regions to form groups for selling their products

Create linkages for the marketing of the products directly by the producers

### **Legal Advocacy**

As and when required under the various focussed activities Samata will resort to legal advocacy. This also provides support to the local CBOs and CRYNet groups and any other tribals in need of legal aid or counsel

### **Media Advocacy**

This is a very important support to the various CBOs and CRYNet in highlighting various tribal issues. This support is also useful during the campaigns and in highlighting some basic discrepancies in policy and intention.

### **Research and documentation**

This activity builds on the wealth of information already available on the different issues that Samata tackles. Samata also conducts research on the policy issues affecting the tribals and their rights

### **Cultural activities**

This unit is a support to the various training programmes and capacity building activities of Samata and its output is also useful in conducting mass awareness campaigns

### **Training**

The training of CBOs, CHWs and other community members is handled by this unit and the work involves designing material for the training, creating the material and implementing the actual training programme

### **Health referrals**

This is a demand based activity wherein the tribals visit either Visakhapatnam or Hyderabad for further treatment of their ailments. Samata provides them with a place to stay and also takes care of their basic needs while undergoing treatment in addition to linking them to the right doctor.

## Networking

Samata is actively involved in networking with NGO's, community organisations, technical and scientific institutions and individuals, within the state, and outside on most of the issues of human rights, tribal rights and laws and environment issues. It is involved in national and international alliances for building people's collective pressure on the government and other institutions affecting and in influencing/pressurising policy decisions related to people and resources.

## RECOMMENDATIONS:

The common recommendations are as follows:

### 1) **Develop mechanisms for more intense skills exchange among members in the local networks.**

Each member of the network has competence in specific area. For example, **Sanjivini** is well versed with the development of medicinal plants and has a good herbal nursery. This skill could be imparted to all other members. Similarly **Adivasi Mitra** is very competent in handling land rights issue that is to be universally imbibed. Workshops and skill-share meetings could impart some of these skills whereas some others would need working together on specific programmes extended over time. Therefore apart from capacity building activities directly undertaken by Samata, effort has to be made to facilitate such interaction among the members of the local networks.

### 2) **Develop networking relationships with Universities and other Educational Institutions in various efforts at local and national levels.**

There is a wealth of information with Universities and Educational Institutions in the region and outside that would be of value to the network in its various activities. The interactions with such institutions will enable Samata and Crynet to initiate discussions on a host of issues concerning development with students and their mentors. This effort would go a long way in sustaining the spirit of the current efforts.

### 3) **Strengthen the databases and establish a more sophisticated information storage, retrieval and dissemination systems. Information base and support to smaller organizations should be strengthened. Online access to data bases like those available with EPTRI and other technical institutions like IICT and DDS.**

The development of modern information systems and the existence of already existing databases should be effectively utilized. Investments on the development of such systems will be of great value in tracking several aspects of work.

### 4) **Greater focus on Eastern Ghats and the biodiversity initiatives especially at the village level, fostering sustainable models to conserve natural resources especially on hill slopes. Closer working with EPTRI which also has Sida support.**

Samata and Crynet's knowledge base and credibility in the region should be brought to bear on the critical issue of environmental degradation of Eastern Ghats as very little focused effort by civil society networks and other institutions in the region. The network's effective promotion and handling of Village Forest Protection Committees is a great strength which has to be further honed and continuously developed. Closer association with agencies that can bring in statutory influences will have a bearing on policies and programmes affecting the environmental conditions of the Eastern Ghats.

**5) Support the Secretariat of mm&P and contribute to the evolution of the Asia Pacific Women and Mining Network.**

Samata has proved its ability to successfully coordinate varied groups and to cater to the needs of communities and institutions involved in mining all over the country. The opportunity to nucleate the Asia-Pacific Women and Mining Network and to host the next Global Conference on Women and Mining should enable Samata to position itself as an important contributor in the global scale on issues of environment and human rights.

**6) Develop an ability to work in urban and urbanising environments.**

The network's ability to relate to communities and the fact that industrial environments are mostly urbanized demands that the groups' ability to work in such situations must be enhanced significantly. Urban poverty and environmental degradation are issues that are new to the group and their abilities need to be developed.

**7) Build the existing capabilities to intervene in the market with a diverse range of products.**

The network has exhibited some distinct abilities to identify surplus local resources and transform them into marketable commodities bringing in cash benefits to the producers. This activity needs to be developed systematically and a constant commercial effort has to be maintained. It has to be realized that the market is another important arena where advocacy efforts are thus far very minimal and a strong presence will have a distinct impact over time.

**8) Governing Council to be strengthened by adding independent experts in the fields of biological and social disciplines like botany, zoology, economics, forestry and anthropology.**

Since the range of activities have been significantly expanded and a wealth of knowledge is being constantly created Samata needs to incorporate this through changes in its Governing Council or by creating special advisory boards for specific programmes. This will enable more objective development of the functions and institutionalize the efforts.

**9) Avail the expertise of other friendly organizations to build up capacity of CBO's rather than creating too many in-house positions.**

Samata has to be careful in not building up a huge base-cost for its operation. Further the skills required in achieving many elements of these recommendations are for varying durations. Therefore outsourcing several such activities has to be a key strategy in its future growth and development. Samatha should continuously upgrade the skills and strength of its well knit core team and associates while drawing from outside the new inputs required to perform its task effectively.

**10) Greater accent on forming women's self help cooperatives.**

Among the several activities performed, the women's self help groups have demonstrated that they act as keystones for further local activities. This aspect has to be realized. Continued and concerted efforts in all the areas of operations of the network members have to be promoted.

**11) Industry Watch to be strengthened by forging strong linkages with APPCB and line government departments.**

Most environmental and human rights violation by Industry is linked to existing laws, regulations and norms. The State has an agency that is charged with the responsibility of such violation. Working in

close coordination with them can reduce the time and effort to bring the issue to the fore and gain meaningful benefits for the affected communities and to halt any severe degradation of the environment.

**12) The coverage of Orissa – if it is decided to continue, there is need to strengthen the organization base or network with a good group there.**

The coverage and effectiveness of operations in Orissa is weak. The group has to consciously decide whether to continue its operations or wait for the next phase of activities after effectively strengthening its efforts in Andhra Pradesh. While there are good reasons to continue and strengthen activities in Orissa, its effectiveness can come about only with a strong organizational base.

**13) Sida to seriously and urgently consider the second tranche of assistance to Samata for five years for pursuing the same objectives as in Phase I but with greater emphasis on matters mentioned in the above recommendations.**

The perspective for sustainable development and funding pattern suggested by SAMATA may be taken into account. It is strongly recommended that a grant of at least Rs. 3.00 crores may be made to a Corpus Fund, stipulating how it should be invested so that there is no diversion of the capital grant for revenue expenditure. The monthly income from the corpus fund should go only towards the expenditure on core staff and infrastructure, which should be pegged at the current level plus twenty percent. Expenditure on litigation should not be a charge on this and should be met from revenue grants or earmarked contributions sought from other sources.

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## **List of persons met by R. Sreedhar during evaluation visits**

### **Samata:**

Ravi Rebbapragada

Banumathi

Dharmaraju

K. Apparao

P. Apparao

P. Chakrarao

P. JaggaRao

S. Krishna

YugandharReddy

### **Crynet:**

P. Devullu

Sanjeevarao

Manmadharao

Makireddi Ramana

John Victor

Rajendra Kumar

Nagaraju

Moserao

Musalayya

Venkatrao

## Notes of R. Rajamani on field visits and discussions

Field visit on 3/4 October 2001

Travelled by air with Bhanu to Vishakapatnam early on 3/10. Proceeded straight by road to Poolabanda village. Met some of the members of Adivasi Mitra a CBO for 24 villages. The agricultural produce near the hill slopes on flat land was mostly ragi, paddy, vegetables, the cereal korra, coconuts and papaya. The tribals also consume mutton and chicken. There is no dairying. "Podu" cultivation was practised but now that area is being rehabilitated with bamboo, silveroak, jack and other species under JFM scheme. The chief of the VanSamrakshana samithi (VSS standing for forest protection committee) is hoping that when the bamboo is fit to be harvested next year the Samithi will be given its share under JFM orders but he did not sound confident that the Forest Department would play ball. The village children attend Malkapuram ashram school. The literacy rates are low being 10% for males and 2% for females. Housing is of thatched material and the hut in which we took shelter in the rain where Bhanu had spent four years was leaking.

The Iskalgondhi village where we went next has benefited from SAMATA's intervention in getting Mangalore tiles for housing. The school building and the few houses which had this new roofing looked neat and leakproof. The children of the primary school were fairly quick in their responses but looked a bit undernourished. There is a thrift society where members benefit by loans at low interest rates but the corpus is small. The VSS here too is looking for better times ahead, especially because the legal issue about the location of the village itself as an enclosure in forest land remains.

Next we reached Vanka Chinta village which was formed by encroachers on forest land whose occupation has not been regularised. They had practised but are now working with Forest Department to restore vegetative perennial cover. Schooling and saving movement among these village comprising migrants from Orissa are progressing.

We reached Paderu early in the evening and met Mr Padmanabham DFO, who gave a note on the beneficial interactions in villages under JFM. The surprising thing about this note was the absence of mention of the work of the Adivasi Mitra group though such cooperation does exist. With the DFO we went to D.Gondur village. Met Sukamma of the ladies group who has advanced work on value addition to tamarind with other women. Her efforts to get better market and prices are now getting some recognition. Here too JFM activity has resulted in degraded forest land getting back greenery with species like bamboo. But the protection is weak and the temptation to switch over to coffee plantations with silveroak shade is great. The feel for the right type of ecological regime with reference to slope, rainfall, edaphic conditions and moisture conservation was not totally there. The DFO assured that the villagers would be given 50% of the amount realised on sale of JFM material and 50% would be in their account for future maintenance. The modalities of sale of the material and villagers getting their share as also participating in the accounting etc., were not clear. There is a case for advocacy and intermediation in such matters. The Forest department has constructed checkdams and conserved water helping the villagers to switch to some wet crops in the valley area. Mango, hillbroom grass had also been planted nearer the village. ITDA had given housing loans, water supply and arranged for marketing and developing thrift society.

### Other points which came up in discussions

Following the field visits, discussions were held with the CBO's and CRY-net organisers at Vishakapatnam office on 4 October. Basic work on JFM. Mining and tribal land issues had been taken up by the organisations who are also faithfully reporting on them. Interactions with Media, especially the local Telugu press have served to highlight some of the issues, But not much progress has been made in improving housing, schooling, communications. Organic farming practices being given up have not

been checked. Natural resource management in a sustained manner to protect the ecological integrity is becoming a casualty in the urge to meet shortterm pressing needs of the community which does not what alternatives to practise.

The outreach was not across the Eastern Ghats as a whole and covered only North Coastal Andhra and Southern Orissa.

The formation of CBO's had gone forward. there were 10 groups covering 284 villages in three districts. More linkages with students' groups and women are being forged. Women have become Panchayat members. Training programmes for members of CBO's as well as villagers were taken up on matters like Gram sabhas, health etc. But the use of art forms and documenting ethnoknowledge had not been taken up in a big way.

Technical expertise for checkdams or value addition in honey processing was difficult to come by. One civil engineering supervisor has been working over a large area since 1998, guiding on checkdam construction etc. Not much has been done on developing alternate sources of energy.

Positive developments in dealing with human rights violations, conducting regular health camps for adivasi girls in their hostels and bringing out newsletters (like DIMSA)

were taking place. Capacity building for writing reports and raising awareness and publicity in media was of a high order. Radio medium was not yet fully tapped.

Discussions at head office of the Centre showed that industry watch had to be firmed up further. The notes on the public hearing in Small Tanneries cooperative industrial estate, Chanakya cements, South Asia LPG pvt Ltd., and My Home Cements showed the disinclination of the authorities to take EIA and public hearing seriously but the interventions of SAMATA have not been entirely fruitless.

The publication work in SAMATA is good especially on the documentation of the Supreme Court cases on mining and on sample evaluation of JFM. The reports from CBO's are regularly received and discussed and reports to Sida on the progress of the Projects have been adequate.

# Appendix 1

## TERMS OF REFERENCE

### Evaluation of “Centre for Advocacy & Support”, a project implemented by Samata

#### 1 Introduction

Sida has been supporting Samata ‘ Centre for Advocacy and Support’ since the last three years. The main objectives of the support are to train a network of NGOs and to work on industrial and urban pollution issues in the eastern ghats of Andhra Pradesh. The total support for a three period starting September 1998 is over 4 million rupees.

#### 2 Objective of the evaluation

This evaluation has been initiated by the Embassy in compliance with Sida’s Evaluation Plan 2001 and Evaluation Policy, dated 7 October 1999.

The main stakeholders of this evaluation are Samata and the Development Co-operation Section (DCS) of the Embassy of Sweden in New Delhi.

#### 3 Scope of the evaluation

The evaluation will cover all important aspects and components of the project as outlined in the project document and later amendments, taking into account developments since the signing of the agreement between Samata and the DCS to date.

#### 4 Issues to be addressed by the evaluation

Guided by Sida’s Evaluation Policy, the evaluation team shall particularly address the following issues:

- The continued relevance of the project (approach, objectives, modalities of implementation, etc.) with regard to the prevailing context;
- The project outputs with regard to the expected end-results;
- The effectiveness of the approach/strategy being used to produce these results;
- The efficiency of project management, including the quality, quantity and timeliness of delivery of inputs;
- Early signs of potential impact and sustainability of results, including the contribution to capacity development;
- Recommendations on the future direction of the project.

On the basis of this assessment, the evaluation team should identify problems and constraints, if any, and propose recommendations for follow-up action to consolidate project sustainability. A number of generic recommendations should also be made that have a bearing beyond the project.

#### 5 Products expected from the evaluation

The evaluation team will produce an evaluation report of not more than 25 pages, containing the following six sections: (1) Executive summary; (2) The Project: design, objectives, and results; (3) The Evaluation: methodology; (4) findings; (5) conclusions and recommendations; and (6) lessons learned. The report should include a list of reference material as well as list of people interviewed.

The findings and recommendations of the evaluation team should also be verbally presented to Samata and the DCS. A draft version of the evaluation report will be shared with these organisations for comments at least three days before the presentation/s. The final evaluation report will be submitted to the DCS in 5 bound hard copies, one unbound hard copy and one electronic copy (in MS Word or compatible software).

## **6 Methodology**

As a first task, the evaluation team will, in consultation with Samata and the DCS, prepare a detailed scope of work and time schedule reflecting this ToR and present it to the DCS for approval.

The evaluation team will carefully review all relevant documentation, including the original project document and the project progress reports.

The team will conduct interviews with relevant staff in the DCS, Samata, partner NGOs of Samata, as well as other stakeholders in the activities undertaken.

## **7 Composition of the evaluation team**

The evaluation team will consist of minimum two members designated jointly by Samata and the DCS.

The team should possess demonstrable skills in evaluating capacity development projects as well as substantive experience from dealing with issues relevant to the Environment sector in India. Excellent (English) oral and writing skills is essential.

The team leader is responsible for the conduct of the evaluation team, for ensuring that the ToR is fully understood by all the team members, and for ensuring that the evaluation report is completed in accordance with this ToR.

## **8 Implementation arrangements**

The evaluation will be carried out during two weeks in January/February 2002. It is proposed that the evaluation is carried out in four steps as follows:

- Documentation review (desk study) and preliminary consultations with the DCS and Samata, including the development of a work plan
- Visit to the project site, including collection of relevant written material as well as interviews with the staff of Samata, partner NGOs and other stakeholders
- Analysis of the information collected and preparation of a first draft of the report
- Debriefing, information validation, and preparation of the final version of the report

Logistical arrangements for the project visit will be decided upon once a detailed work plan has been developed.

## Recent Sida Evaluations

- 02/27 Caritas Sweden Programme for Peace, Democracy and Human Rights in South America, 1997–2001.**  
Jocke Nyberg, Lilian Sala, Anna Tibblin  
Department for Latin America
- 02/28 Two Drylands Research Programmes in Eastern Africa: Main Report.**  
Tom Alberts, Seme Debela, Coert Geldenhuys  
Department for Research Cooperation
- 02/29 Network for Research and Training in Tropical Diseases in Central America – NeTropica.**  
Mikael Jondal  
Department for Research Cooperation
- 02/30 Sexual and Reproductive Health of Youth in Northwestern Russia: an Evaluation of the project**  
Ivonne Camaroni  
Department for Central and Eastern Europe
- 02/31 Welfare Economic Assessment – Reconstruction of 11 Bridges in Honduras.**  
Kjell Jansson, Hans Örn, Alf Carling  
Department for Infrastructure and Economic Cooperation
- 02/32 Programa de protección a las poblaciones afectadas por la violencia en Perú.**  
Raúl Lizárraga Bobbio, Lilian Sala Morin  
Departamento Regional para América Latina
- 02/33 Supporting Ownership: A Study of Swedish Development Cooperation Programmes in Kenya, Tanzania, and Uganda – Vol I: Synthesis Report**  
David Andersson, Chris Cramer, Alemayehu Geda, Degol Hailu, Frank Muhereza, Matteo Rizzi, Eric Ronge, Howard Stein and John Weeks  
Department for Evaluation and Internal Audit
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