

**Impact Assessment Study**  
**Keystone Foundation, Keystone Center; Kotagiri**  
**Part 1: Main Report**

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## Acknowledgement

*“In my Mende tribe in Sierra Leone, there is a saying that, “when you tell a story, you give it out to the world and whoever listens becomes a part of that story; the story becomes theirs in how they relate to it, use it and find whatever meaning they can in the telling.”*

*Ishmael Beah*

*“A Long Way Gone”*

Ishmael Beah wrote this when he was a 17 year old boy, just a year after he was rescued and rehabilitated from a life as a child soldier in Sierra Leone.

In many ways what the reader will find in this report is our story of Keystone’s remarkable journey – a journey of dreams, courage and passion; of fortitude and values and principles; of an organisation that is in many ways a “David” amongst the “Goliaths” of the development world and one that has set such high standards of achievement.

It is very rare indeed to find an NGO in India that every so often seeks to be evaluated of its own accord and keeps asking itself the question – “are we doing the right things?”, “are we on the right track?” and “what can we do better and what better things can we do?”.

So when Keystone sought our help in doing this Impact Assessment Study, it was not without some trepidation that we accepted to undertake what promised to be an incredible yet highly challenging journey. Doing justice to the study was difficult to say the least – aside from the “technical” challenges of defining results, indicators and how to find data/ information to measure those indicators – there was forever this temptation to narrate a story for which we never seemed to find the right words. So, if there are limitations that the reader finds, then it is not for want of inspiration from Keystone nor for support – for both were in limitless availability for us.

Our deep appreciation first to the three founder Directors – Mathew, Pratim and Sneha for having placed such high faith in us and for the courage to seek answers to their questions of what impact Keystone has had. Our thanks to them for the enormous time they gave to us right through our engagement and above all for their inimitable warmth and personal hospitality.

Our gratitude to the entire Keystone family – for having tirelessly listened to us, helped us with invaluable field and other data/ information collection and sat with us through what must have been endless meetings of validation and clarification. Our amazement also at how easily every member of the Keystone family takes on these additional workloads without batting an eyelid! Anything we asked them was always possible!

To the Board of Trustees, we owe a debt of gratitude for having supported our effort right through and for having reviewed our work and giving valuable comments.

Our sincere thanks are due to the various communities and their members who have participated in this study by giving their insights and sharing their wisdom, minds and

hearts. Without their generous contributions this study would have become just an academic one.

To the many external stakeholders who responded to our request – by email, telephone conversations, Skype or personal meetings, we are extremely grateful. Their invaluable inputs have formed the basis of many of our recommendations about future directions that Keystone may wish to examine. Their insights into areas of impact were also illuminating as perceptions of people who saw Keystone from different angles.

As much as we have tried to infuse the best professionalism from our side into this study, it is only fair to say that we also take back with us a sense of having learnt equally from Keystone and its family of people.

So as Ishmael Beah said, we hope the reader will make this “story” her/ his own, and find the right meaning in it, about a truly wonderful organisation.

**Bharat Krishnan**

**Gouthami**

**March 04, 2010**

## Summary

### Origins of the Study:

Keystone Foundation has completed 15 years working in the field of environment and development in the Nilgiri Biosphere Reserve (NBR). Keystone now has a team of 52 staff members of mixed backgrounds; it has 6 resource centers in the NBR, with the head office at Kotagiri. In the past 15 years, Keystone has commissioned three major evaluations of its work ó John Kurien (1999); Janet & Bharat (2003); Patricia Shanley (2008); apart from conducting several organization building exercises and restructuring, the latest being in 2008. Having completed 15 years of work in the NBR, Keystone has now commissioned an Impact Assessment Exercise with the primary purpose of:

*“to assess the impact of Keystone on different stakeholders groups and the social, economic, cultural, natural etc. environment, with a view to contribute to Keystone’s future positioning and role.”*

A further secondary output of the study was to identify indicators for outcomes and impact that could be used by Keystone in future evaluations and studies. A third element was to assess the quantum of financial and human resources, infrastructure and practices required for differing degrees and scale of impacts ó and this is something the consultants could not do justice to, given the fact that it was difficult to establish attribution to the planned outcomes of Keystone and hence correlation to resources was not possible.

### Study Framework and Methodology:

The starting point of the study was ‘outcomes’ stated in the Tree Fall Gap 2004 document ó a statement of what the organisation intended to achieve or contribute to. These statements of outcome or intended results were then translated into a set of indicators in consultation with the management group. It emerged that many of the indicators would not be ‘measurable’ in terms of quantitative data but would lend themselves to qualitative information ó and hence the team was given a quick overview of methodologies like focus group discussion (FGD), most significant change (MSC) and case studies. Further, a task force approach was adopted and separate teams created for collecting quantitative data and for qualitative information. The teams then worked out sample sizes and where to seek information from and in what time frame.

The consultants meanwhile agreed with the directors on a set of external stakeholders who would be contacted for their perceptions of Keystone and directions for the future. Once the data and information was brought to the table, several decisions had to be taken:

- The six results had overlaps and hence it was decided to analyse them in related pairs:
  - i. **Restoration: Degradation of eco-systems and threatened species in NBR arrested / decelerated; and**
  - ii. **Communities and other Stakeholders own and put into practice elements of knowledge that are generated as a result of research and/ or action projects initiated and managed by Keystone and thereby**

**contributing to the body of accessible knowledge and becoming a centre of excellence.**

- iii. **Natural resource-based sustainable livelihood options increased for a larger percentage of tribal communities in the Nilgiri area/ NBR. (tribal/ non-tribal); and**
- iv. **Economic status and opportunities of indigenous people enhanced.**
- v. **Programmes are managed increasingly by village groups and institutions; and**
- vi. **Keystone and Indigenous people influence key stakeholders (decision makers, academia, research, etc.) on policy issues that affect their lives.**

- Some of the indicators originally thought to be useful/ necessary had to be dropped or combined for want of relevance or data.

Several rounds of validation were done between the consultants and the Keystone team, before clarity emerged on the levels and quality of impact of Keystone programmes. In summary, what emerged were five major clusters of impacts:

- 1. Higher prices, better quality, steadier income - livelihoods**
- 2. Conservation, sustainable harvesting, organic farming practices**
- 3. Value Addition, higher price realization in local markets also**
- 4. Enhanced self confidence, negotiation ability**
- 5. Self esteem – cultural identity – can do well in their own identity**

The future possibilities for Keystone emerged out of internal discussions, suggestions from external stakeholders and the consultants' own perceptions. Some ideas given by stakeholders were not supported by the consultants. Finally six vectors of change were identified:

- ✓ **Taking to wider national and international levels**, Keystone's experiences in areas like livelihoods linked to ecological conservation, organic certification (PGS) and enterprise development models
- ✓ **Climate change and related areas of work** – impact of global warming, ecological conservation strategies and water conservation in mountainous areas; environmental services like carbon sequestration, analysis of the effect of climate change on eco-fragile areas
- ✓ **Influencing/ advocating with government at district, state and national level – on rights of adivasis and related programmes – be more visible and audible**
- ✓ **Keystone as a national center of excellence** - in terms of specifically focusing on training and capacity development of key partners and decision makers (current and potential)
- ✓ **Some of the "eggs" need to hatch** – spinning off components of KF and giving greater/ dominant ownership to adivasis – PCD, OMD, culture and people

- ✓ **Institutional capacity development for enhanced sustainability** – more focus on village institutions for sustainability and ensuring that women are an integral part of the process

A Programme Attractiveness Analysis framework has been recommended to facilitate a comparative analysis between several alternatives and to lay a rational decision model. Keystone might wish to use this framework for existing programme areas also to enable more objective decision making.

To facilitate growth with stability, three programme management strategies were also recommended for adoption by Keystone:

- ❖ The idea of having a clear exit or withdrawal strategy
- ❖ Strengthening the second level of management
- ❖ Using indigenous knowledge to spread awareness on conservation across the NBR (using technology ó community radio)

## 1. Introduction

### Introduction, Scope and TOR

#### Background

Keystone Foundation completed 15 years working in the field of environment and development in the Nilgiri Biosphere Reserve (NBR). Keystone now has a team of 52 staff members of mixed backgrounds; it has 6 resource centres in the NBR, with the head office at Kotagiri. In the past 15 years, Keystone has commissioned three major evaluations of its work ó John Kurien (1999); Janet & Bharat (2003); Patricia Shanley (2008); apart from conducting several organization building exercises and restructuring, the latest being in 2008.

Having completed 15 years of work in the NBR, Keystone wanted to commission an Impact Assessment Exercise<sup>1</sup>.

The **Purpose** of the impact assessment was to assess the impact of Keystone on different stakeholders groups and the social, economic, cultural, natural, etc. environment, with a view to contribute to Keystone's future positioning and role.

Keystone started with an idea of addressing issues of environmental concern taking into consideration the livelihoods of indigenous people. It wanted to implement concepts of sustainable development using eco-development models; i.e. to balance conservation and livelihoods. From the beginning the emphasis has been to work with indigenous people - as their proximity to the natural world makes this concept applicable and challenging.

#### Mission

“Our Mission is to enhance the Quality of Life and the Environment with Indigenous Communities using Eco-development Approaches.”

#### Goal

“To work on issues of Natural Resources and Rural Development, with Indigenous People in mountainous and adjoining regions, addressing the challenges of conservation, livelihoods and enterprise development, through appropriate - knowledge & action, technologies, socio-economic innovations and institutions.”

Two consultants, Bharat Krishnan and Gouthami, were taken on board to conduct the impact assessment based on the Goal, Mission and Expected Outcomes listed in the Tree Fall Gap Document 2004 and listed above.

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<sup>1</sup> **Impacts** (“...longer term or ultimate result attributable to a development intervention...”) may be difficult to measure in case of Keystone given the time-frame and scale of its work.

## Scope

The consultants were requested to use participatory methodologies to conduct this assessment and involve the senior management team of Keystone Foundation in every step of the process.

Apart from the recommendations that emerged from the exercise (e.g. about role, areas of increased activity, etc.), one of the key outputs from the exercise would be identification of key outcome / impact indicators that could be monitored in the future using innovative and participatory approaches.

A related dimension that the assessment should help reflect on was the quantum of financial and human resources, infrastructure and practices required for differing degrees and scale of impacts. During the initial discussion, the consultants expressed their difficulty in meeting this requirement and it was seen during the course of the Assessment that this last dimension did not fit into the scope of the exercise.

The detailed methodology and sampling is given in the next chapter. The exercise involved the following steps:

1. A review of past documents including annual reports, evaluations, conference proceedings, Tree Fall Gap 1997 and 2004, etc.
2. Discussions with Directors and staff members to understand the trends within Keystone as well as to understand baseline situations
3. The Keystone team also prepared a list of external stakeholders whom the consultants met with, talked over the telephone or interacted with on email based on importance and convenience.
4. Based on the Outcomes in the Tree Fall Gap 2004, Indicator Domains, Indicators and data sources were identified and agreed upon.
5. The Keystone team gathered the required quantitative and qualitative data using various methods such as FGDs, MSCs, case studies, etc.
6. Finally this was brought together by the consultants in consultation with the Keystone team.



The following time-line was followed for the exercise:

<b>NO</b>	<b>ACTIVITY</b>	<b>DURATION AND TIMING</b>	<b>BY</b>
1	Secondary Review of documents	Sep-Oct 09 mainly over e-mail / phone	Consultants, Keystone Team
2	First Round of IA Exercise at Kotagiri	23 Nov to 2 Dec 2009	Consultants, Keystone Team
3	Collection of data	Dec 09 ó Feb 2010	Keystone staff
4	Interim visit by Consultant	5, 6 Jan 2010	
5	Final Round of IA Exercise at Kotagiri	22 Feb to 2 Mar 2010	Consultants, Keystone Team
6	Presentation to Board of Trustees	3 Mar 2010	

## 2. Study Framework and Methodology

### 2.1 Framework of the Study

Between December 2003 and March 2004, KF went through a series of introspective processes. The external evaluation in December 2003 was followed by two stakeholder workshops – one with representatives of indigenous communities and the other with the staff of the Foundation. All three events paved the way for a fresh examination of KF's future direction and opportunities to make new choices of how their mission was to be realised. This resulted in re-articulation of their Mission and setting of Goals and outcomes for the next few years<sup>2</sup>:

#### Mission

*“Our Mission is to enhance the Quality of Life and the Environment with Indigenous Communities using Eco-development Approaches”*

#### Goal

*To work on issues of Natural Resources and Rural Development, with Indigenous People in mountainous and adjoining regions, addressing the challenges of conservation, livelihoods and enterprise development, through appropriate - knowledge & action, technologies, socio-economic innovations and institutions.*

#### Expected Outcomes

*Our work with indigenous people is expected to lead to the following outcomes for which the organization will directly be responsible and accountable:*

- 1. Increasing conservation perspectives in our development interventions which are sensitive towards ecological cycles governing natural resources*
- 2. Increasing the availability of viable natural resource-based livelihood options for indigenous people such that they provide sustainable livelihoods and lead to greater self-reliance*
- 3. Enhancing economic status of indigenous people, based on organic and fair trade principles*
- 4. Village groups and institutions taking greater responsibility of managing programmes*

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<sup>2</sup> Tree Fall Gap 2004

5. *Sustaining traditional and cultural practices through opportunities provided within programmes*
6. *Knowledge developed by research and action projects, being owned by communities and put to practice in their livelihood related activities*
7. *Indigenous people being in a position to dialogue with decision-makers on matters affecting their lives in an effective manner for space in advocacy and policy related issues.*

The seven Outcomes identified in the Tree Fall Gap document therefore provided the basic setting for starting to examine the Impact Assessment ó the consultants discussed with the management team of KF and agreed to use this as the starting point. The task was then to ensure that the òOutcomesö in some way reflected results language and hence indicators could be extracted from them for the study. It was also found necessary to ensure that in following the path of these outcomes the consultants did not miss out on any key things that KF was doing at this point of time that needed to be captured in the impact assessment study. So these outcomes were matched with the list of activities in the 2008 Annual Report so that current activities were fully reflected. It is from this combination, that revised statement of outcomes were worded as results (as near as possible) and then what were termed as òindicator domainsö developed. These indicator domains allowed the consultants to keep focus on the main things that had to be measured or described while facilitating their elaborating into more specific indicators in the next stage of development of the framework.

The following structure emerged at this stage ó which was presented to the management team and a consensus arrived at:

**Outcomes as per Tree Fall 2004 and indicator domains:**

<b>As per Tree Fall 2004</b>	<b>As a “result” statement</b>	<b>Activities (as in Annual Report of 2008)</b>	<b>Indicator domains<sup>3</sup></b>
1. Increasing conservation perspectives in our development interventions which are sensitive towards ecological cycles governing	All development interventions of Keystone will explicitly reflect the organisations concern for conservation of the ecology and broader	Pollination study, NTFP Database, Bee population study Fuel consumption patterns, Cycas	1. Level of commitment to organic principles amongst tribals

<sup>3</sup> Red font implied qualitative indicator domains and blue font implied quantitative ones.

As per Tree Fall 2004	As a “result” statement	Activities (as in Annual Report of 2008)	Indicator domains <sup>3</sup>
natural resources	environment.	conservation centres, Nurseries, meetings with forest produce harvesters, medicinal plant industry, Conservation Education  PGS Promotion and Certification	
2. Increasing the availability of viable natural resource-based livelihood options for indigenous people such that they provide sustainable livelihoods and <b>lead to greater self-reliance</b>	Natural resource-based sustainable livelihood options increased for a larger percentage of tribal communities in the Nilgiri area/ NBR. ( <del>tribal/ non-tribal</del> )	Pollination Study NTFP Database, Bee population study, Identifying key NTFP areas and conducting resource assessments, Lab PCD, bee keeping, Agriculture support, Water Resources Trade mark registration, Organic Bazaar, Fair Trade	<ol style="list-style-type: none"> <li>1. No. of avenues - bee keeping, NTFP, agriculture, vegetables, PCD</li> <li>2. No. of tribal families covered</li> <li>3. Change in sales of PCD produce through OMD/ channels</li> <li>4. Price trends of key commodities ó pre- and post keystone</li> <li>5. Change in market size and diversity for PCD produce</li> <li>6. Have they shown profits for at least three years?</li> <li>7. Insistence on <b>organic farming</b></li> <li>8. <b>Awareness on appropriate methods of bee keeping and NTFP collection</b></li> </ol>
3. Enhancing economic status of indigenous people, based on <b>organic and fair trade</b>	Economic status and opportunities of indigenous people enhanced.	Pollination study, NTFP database, Bee population study  Human-wildlife conflict, Identifying	<ol style="list-style-type: none"> <li>1. Increase in income from all avenues - bee keeping, NTFP, agriculture, vegetables, PCD</li> <li>2. Change in sales of PCD</li> </ol>

As per Tree Fall 2004	As a “result” statement	Activities (as in Annual Report of 2008)	Indicator domains <sup>3</sup>
principles		<p>key NTFP areas and conducting resource assessments</p> <p>PCD, bee keeping, Agriculture support, PGS Promotion and Certification, Water Resources</p> <p>Trade mark registration, Organic Bazaar, Fair Trade</p>	<p>produce through OMD/ channels</p> <p>3. Stability of income sources</p> <p>4. Increase in material assets/ quality of assets</p> <p>5. Ownership and control over productive assets like land, livestock etc.</p> <p>6. Degree of indebtedness</p> <p>7. <b>Extent to which people feel they control their own economic decisions</b></p> <p>8. Extent of exploitative migration</p>
4. Village groups and institutions taking greater responsibility of managing programmes	Programmes are managed increasingly by village groups and institutions.	<p>PCD, bee keeping, Agriculture support, PGS Promotion and Certification, Water Resources</p>	<p>1. Percentage of financial contribution from people</p> <p>2. Nature of funding from Keystone to group</p> <p>3. Involvement of women/ degree of participation</p> <p>4. Initiative shown by groups</p> <p>5. <b>Extent to which people feel they control their own programme related decisions</b></p> <p>6. Change in nature of relationship between Keystone &amp; group to one of partnership rather than one of dependence - gradient of relationship</p> <p>7. Influence on Govt schemes, bank loans, etc.</p>
5. Sustaining traditional and	Programmes designed and delivered by	Indigenous information,	

As per Tree Fall 2004	As a “result” statement	Activities (as in Annual Report of 2008)	Indicator domains <sup>3</sup>
cultural practices through opportunities provided within programmes	Keystone reflect the sustenance of traditional and cultural practices.	traditional stories and riddles, indigenous calendar, Nilgiri Seemai Sudhi, Culture shop, food festival, international day, Tribal Advisory Committee meetings, etc	
6. Knowledge developed by research and action projects, being owned by communities and put to practice in their livelihood related activities	Communities own and put into practice elements of knowledge that are generated as a result of research and/ or action projects initiated and managed by Keystone.	Community based eco-monitoring, Cycas Conservation centres, meetings with forest produce harvesters, medicinal plant industry, Conservation education Indigenous information, traditional stories and riddles, indigenous calendar, Nilgiri Seemai Sudhi, Culture shop, food festival, international day, Tribal Advisory Committee meetings, etc. Research on forest based livelihoods	<ol style="list-style-type: none"> <li>1. Anecdotal evidence of change in practices brought about by Keystone intervention in livelihood options - bee keeping, NTFP collection, agriculture, others</li> <li>2. Water management related</li> <li>3. Elements of knowledge and practices that are seen as distinctly better than earlier (pre-Keystone) time</li> <li>4. To what extent have such practices been spread around/ others (non-project people) convinced of</li> <li>5. Has this influenced policy/ practices at some level?</li> <li>6. Has this influenced curricula at various levels?</li> <li>7. Extent to which community eco-monitoring has strengthened their conviction of the need</li> </ol>

As per Tree Fall 2004	As a “result” statement	Activities (as in Annual Report of 2008)	Indicator domains <sup>3</sup>
7. Indigenous people being in a position to dialogue with decision-makers on matters affecting their lives in an effective manner for space in advocacy and policy related issues.	Indigenous people influence key stakeholders (decision makers, academia, research etc.) on policy issues that affect their lives.	Community based eco-monitoring International Field Course	<p data-bbox="1094 348 1369 380">for eco-sustainability</p> <p data-bbox="1049 386 1393 527">8. Degree of influence on practices/ learning of other organisations in India/region/global</p> <p data-bbox="1049 632 1409 1247"> 1. Change in perception of the government at Distt and state levels of the indigenous communities  2. Efforts made by communities to influence or at least dialogue with decision makers  3. No. of decision making events to which indigenous people are invited  4. Specific incidents of where indigenous people have influenced decisions </p>

Activities that did not easily fit into any of the outcomes:

- ❖ Nurseries of increasing bio-diversity
- ❖ Better environment for wild life
- ❖ Improved landscapes
- ❖ Capacity development of forest department
- ❖ Strategic position that KF took up of integrated perspective of NRM, livelihood, sustainable ecology

Of the seven Outcomes in the Tree Fall Gap document, the consultants felt that the first one was more like a programming principle rather than a specific outcome and so decided to omit it from the parameters of the study. However, at the next stage of discussions, it became apparent that a very significant part of the work done by KF would be left out if this element of conservation did not appear as a parameter of the impact assessment.

The indicator domains were then expanded into specific indicators and again, presented to the entire management team for their inputs, guidance and concurrence. It was at this stage that the first Outcome was re-introduced as a result and indicators developed to capture progress and impact on that parameter. The final study framework as emerged, with the indicators and means of verification and 'who would do what' mapping, is placed at Annex 2.1.

## **2.2 Methodology**

The task of accessing data and other information required to find values for the indicators was quite a mammoth one. Several indicators required quantitative data that had to be sourced either in KF itself or in many cases, in communities, PCDs or just recall factor (past prices of products in the open market, etc.). An equal number of indicators necessitated the gathering of qualitative information – from Focus Group Discussions (FGD), anecdotal stories in the form of Most Significant Change (MSC) or case studies. There was also the factor of ensuring that the sample size for such qualitative discussions was relevant and significant enough to draw conclusions. It was further decided to gather qualitative information from communities and families that had not been part of KF programmes in the past – and check what kind of impact KF projects/ initiatives might have had (positive, neutral or negative) and to what magnitude, in such communities and/ or families. So the FGD and MSC methodologies were extended to a sample (albeit smaller one) of such 'non- project' areas also.

The consultants recommended that the data and information gathering should be done through a task force system of people drawn from different projects and levels in the organisation, as the exercise itself would be a great learning experience for those who did participate in the data gathering and discussions. So it was decided to create two primary teams – the Blue team would gather all the quantitative data from within KF and outside; and the Red team would gather all the qualitative information through FGDs, MSCs and case studies. The membership of these two teams was done through a judicious combination of self-signing and some 'executive' decisions by the three directors.

After much internal discussions and debate, the KF team came up with a suitable division of work and the kind of sampling that needed to be done by each of the two teams. The sampling and methodology for the Red team was more challenging, as was the case of getting data for the outcome related to Conservation/ restoration of the ecology.

### **2.2.1 Methodology for Blue Team (Quantitative)**

The Blue team intended to collect data from the following sources:

1. Records of Keystone – OMD, Livelihoods group, conservation group etc.
2. Records of groups supported by Keystone – PCD, Farmers' groups, Water Users' group, VFCs etc.



### 3. Community/group members, traders etc.

Since the indicators being tracked by the Blue team were related to the Red team's set of indicators, the sample was decided to be the same as identified by the red team. The only indicator where a separate sample was required was in case of the income from different livelihood options. In this case also, since FGDs were being planned with all these groups, the Red team was to try to identify suitable candidates from among the participants of FGDs for individual interviews. The remaining cases were to be identified separately based on experience and collective judgment of working with the community and subsequent interview.

#### **2.2.2 Methodology for Conservation indicators**

This area posed its own special challenges and hence required a separate strategy for collation of data. To verify increase in viable populations and determine numbers of species that had returned or loss arrested - selected plots where NTFP species populations were enumerated in 2004 would be revisited and plots redone to study the trend. Plots were also done for vulnerable trees like Cycas and Canarium in 2005 - select plots from these would be revisited and reassessed. Some of the special habitats like wetlands that were studied and worked upon since 2006 would be revisited and status report prepared. Similarly sacred grove sites which were assessed in 2006 were to be revisited and assessed. The nursery work which was undertaken since 2003 has been involved with a variety of habitats and landscapes like village lands, degraded forests, urban areas, estates and sacred groves. Two sites in each of these habitats were selected and survival of planted species within them estimated. This work was spearheaded by the conservation team.

#### **2.2.3 Methodology for Red Team (Qualitative)**

The following Methods were decided upon to generate information on various indicators

- ❖ Participatory Mapping/survey
- ❖ Focus Group Discussion
- ❖ MSC
- ❖ Internal Information

It was decided that for participatory survey/mapping and for choosing households/participants for conducting case studies existing information from Darwin project (baseline 2006) and the Human Wildlife Conflict project (2009) would be utilized. A 10% sample of the 89 villages, KF works or has worked in was selected for participatory survey/mapping and for choosing households/participants for conducting case studies for migration and assets related information.

Partners and Networks ó A list was generated based on internal discussion. Information from them would be generated through email and telephonic interviews. Internal discussion with management group and with other staff would be conducted for the required indicator.

Focus Group Discussion was decided to be conducted based on a set of criteria with 10 specific groups at the selected sites for generating information on specific indicators. MSC participants would be identified during the group discussions and also during participatory mapping. All MSC studies as well as FGDs will be conducted with men and women separately.

Details of FGD group selection:

<b>Groups</b>	<b>Indicators<sup>4</sup> on which Information was to be generated</b>	<b>Sites &amp; Criteria</b>
NTFP harvesters (male and female groups)	2.8,4.3c,4.3d,4.4,4.6,4.7,6.3,7.2	<p>Hasanur - high NTFP collection area</p> <p>Nilambur - VSS group which has government links</p> <p>Kotagiri HH-old group</p> <p>Hasanur HH -relatively newer group</p> <p>4 FGDs one each at Hasanur, Nilambur and Kotagiri. At Nilambur the discussions will be carried out with VSS groups and the Kotagiri discussion will be held with Honey hunters. While in Hasanur Discussion will be held with NTFP harvesters and also with HH.</p>
Bee Keepers	2.8,4.3c,4.3d,4.4,4.6,4.7,6.1,6.3,7.2	<p>These are the four main areas where main beekeeping intervention has taken place</p> <p>4 group discussions one each at Sigur, Pillur, Hasanur and Kotagiri</p>
Farmer Group	2.7,2.8,4.3c,4.3d,4.4,4.6,4.7,6.1,6.3,7.2	<p>These are the four main areas where main beekeeping intervention has taken place and Arcode has communities who were non-farming so the impact of agro-programme on such communities would be assessed.</p> <p>4 group discussions one each at Pillur, Arcode, Hasanur, Neeralacombai</p>

<sup>4</sup> As per Annex 2.1 to this chapter – this is the original numbering while doing the exercise. The current numbering has changed as indicators have been dropped or merged.

<b>Groups</b>	<b>Indicators<sup>4</sup> on which Information was to be generated</b>	<b>Sites &amp; Criteria</b>
Producer Group	2.8,4.3c,4.3d,4.4,4.6,4.7,6.1,6.3,7.2	Thumbitakadu has high turnover and has been very successful, while amuthasurabhi is an old group. Mithra in Kerala is a vss group with government links which would provide different aspect. 3 FGDs one each at Thumbitakadu, Amuthasurabhi and one with Mitra
Water User Group	4.3c,4.3d,4.4,4.6,4.7,6.1,6.3,7.1,7.2	Water project was carried out only in the sigur plateau. 1 FGD at Sigur Centre
Culture and People	4.3c,4.3d,4.4,4.6,4.7,6.3,7.1,7.2	This is a relatively new programme area so the group discussion will also be held with the mentioned select people. FGDs' will be conducted with the 22 volunteers, CKS Sangam, Ajille Bottu
<b>Habitat Monitoring group</b>		The habitat monitoring group is new and the knowledge bank specifically targets the elderly in the village.
<b>Knowledge Bank</b>	4.3c,4.3d,4.4,4.6,6.3,6.7	these two groups would have group discussion at keystone office
Children/ youth group	2.8,4.3c,4.3d,4.4,4.6,6.3	Pillur and Sigur had the maximum number of related programmes and Nilambur is a comparatively new site but high intensity of programmes. 3 FGDs one each at Pillur, Sigur and Nilambur
Elected Representatives and Indigenous leaders	7-7.1	To cover representatives across various communities and districts in NBR Participants from Banglapadigai, Kotagiri, Pulinjur, Anaikatty, Hasanur, Pillur, Anaikatty

<b>Groups</b>	<b>Indicators<sup>4</sup> on which Information was to be generated</b>	<b>Sites &amp; Criteria</b>
Non Project People	6.4,6.8	Village both indigenous and non-tribal have been selected across areas where Keystone has had a long term presence but has not worked in the particular villages  4 Group discussion one each at Pillur-Gundur, Sigur-Mavanalla, Kotagiri-Kolikarai and a Badaga village-Kengarai

#### **Methodology for other methods besides FGD**

<b>Methods</b>	<b>Indicators on which Information is being generated</b>	<b>Sites/Groups</b>
Participatory Mapping/survey	3.5.2,3.5.3,3.5.4	Minimum 10% of the 89 villages-Minimum of one village from each of the 7 main project sites
MSC	3.6.1,3.6.2,3.7.1,3.7.2,3.7.3,3.8.2,3.8.3,3.8.4	Participants to be identified during FGD and Mapping process
Case studies	3.5,3.6,3.7,3.8	Cases to be selected based on Participatory mapping and FGD
Internal Information	6.8,7.1,7.2	Internal discussion, interviews, reports as per requirement
Email and telephonic interviews	6.8	Networks and Partners- Identified by internal discussion

For conducting the participatory mapping and case studies a 10% sample covering 10 villages had been identified across the seven main areas. The village numbers were to be increased or changed if the need arose.

Areas	Villages
Coonoor	Neeralacombai
Kotagiri	Arcode, Semmanarai
Hasanur	Galidhimbham, Mavanatham, Ramranai
Pillur	Kilpillur
Sigur	Siriyur, Boothanatham
Nilambur	Appankaavu

### 2.3 External Stakeholders

The third component of the methodology was for the consultants themselves to meet/ talk to/ email a select set of external stakeholders (agreed to with the Directors of KF) who represented five categories of people/ institutions ó people in Government, donors, networks of which KF is a member, Trustees of KF and technical partners. Of the total number people identified initially (44), the following actually were contacted by the consultants:

Met and interviewed directly: 14

Telephone interviews: 14

Email responses: 3

Total: 31 (list attached at Annex 2.2 to this chapter)

The questions for each category of stakeholder were slightly different to facilitate most relevant responses, as shown below:

#### Check list for External Stakeholders

##### Government

1. How do you perceive Keystone?
2. Significant milestones / achievements that you can recall?

3. What are the major strengths of Keystone?
4. What in your opinion were the opportunities missed (if any) by Keystone?
5. As a result of Keystone's interaction with district/ state government, was there any perceivable change in the government's relationship with Adivasis?
6. Future directions that you feel Keystone might consider?

### **Funders**

1. How do you perceive Keystone?
2. Significant milestones / achievements in the partnership?
3. Your assessment of impact in your funded programme area, based on visits, reports, evaluations, etc.
4. Has any learning spread to other partners about programmes that Keystone implements?
5. What lessons can be taken from the partnership with Keystone to other partners?
6. What are the major strengths of Keystone?
7. What were the opportunities missed (if any) by Keystone?
8. Future Direction regardless of funding source that Keystone might want to take?

### **Network Partners**

1. How do you perceive Keystone?
2. What do you think is the value added to the network and network members as a result of Keystone's participation in the Network?
3. To what extent has Keystone's research, practices and programmes influenced thinking and practice in India, the Region and internationally?
4. What does the network contribute to Keystone's work?
5. Future Direction that Keystone might consider taking?

### **Trustees**

1. How do you perceive Keystone?
2. What made you agree to be a Trustee with Keystone?
3. What are the major strengths of Keystone?
4. What were the opportunities missed by Keystone?
5. Future Direction that Keystone might consider taking?

### **Technical Partners**

1. How do you perceive Keystone?
2. What lessons can be taken from the partnership with Keystone to other partners?
3. What is the value that Keystone adds to this partnership?
4. To what extent has Keystone's research, practices and programmes has influenced thinking and practice in India, the Region and internationally?
5. Future Directions that Keystone might consider taking?

The key findings from these interviews and discussions have been factored into this report at appropriate places.

## **2.4 Pulling it all together**

In the end, when the consultants started examining the inputs by the blue and red teams, it appeared as though much more information might have been accessed than had been written up

in the field notes. So it was decided to collate all the documented information into a single place and use that as a starting point for an open conversation with the teams. The team members were able to express their findings much more clearly and in greater detail when asked to express themselves verbally in the form of experiences and stories. They were also in a position to incorporate their own experiences and to some extent fall back on their memory to fill in critical gaps. This information was further incorporated into the overall data sheets feeding into indicator values.

This formed the basis of the three substantive chapters on the outcome areas that follow this chapter. During discussions with the KF team it emerged that there was a natural synergy between outcomes 1 & 5, 2 & 3 and 4 & 6 in terms of the topics covered, the indicators and the sources of information. Hence for the purpose of this report the above aggregation was done.

## Outcomes, Indicator Domains, Indicators, Data Sources

Based on the Tree Fall Gap 2004 document the Outcomes, Indicator Domains and Indicators were finalised along with the sources of data and who is to collect each piece of data. At the end of the data collection exercise, some of the indicators were revisited based on relevance and ease in collecting data. As these Outcomes and Indicator domains will be the basis for future monitoring, the original Indicator domains have been retained and the revised Indicator domains shown in *a different colour*.

### Basic principles

1. All data will be disaggregated by sex. E.g. Not 100 people but 50 women and 50 men.
2. All FGDs & MSC will be conducted with young women and men also.
3. All data will be for 2004, 2005, 2006, 2007 & 2008 (2009 - where relevant).

## Outcome 1

### As per tree fall gap 2004

Increasing conservation perspectives in our development interventions which are sensitive towards ecological cycles governing natural resources

### As a results based statement

Restoration ó Degradation of eco-systems and threatened species in NBR arrested / decelerated

### Indicator Domains / Indicators

1. Species and its habitat restored or revived
  - 1.1 Number of species return
  - 1.2 Increase in viable populations
  - 1.3 Reduced number of conflicts with humans and wildlife

Baseline data is available and indicators are to be monitored at suitable intervals - GIS.

2. Wetlands, forests, rivers and other vulnerable habitats restored
  - 2.1 Number of Habitats where the quality has improved
  - 2.2 Extent of area of habitats increase

Baseline data is available and indicators are to be monitored at suitable intervals ó GIS.

3. Community reserves or sacred groves declared/ protected
  - 3.1 Community participation in declaring and protecting reserves



- 3.2 Extent of the reserves increase
- 3.3 Number of reserves are being added on

Baseline data is available and indicators are to be monitored at suitable intervals

*Indicator 3.2 was deleted.*

## **Outcome 2**

As per tree fall gap 2004

Increasing the availability of viable natural resource-based livelihood options for indigenous people such that they provide sustainable livelihoods and lead to greater self-reliance

As a results based statement

Natural resource-based sustainable livelihood options increased for a larger percentage of tribal communities in the Nilgiri area/ NBR. (tribal/ non-tribal)

Indicator domains / Indicators

1. No. of avenues - bee keeping, NTFP, agriculture, vegetables, PCD
  - a. List the various avenues available for tribal families that have been created by KF,

Past reports with livelihoods team

2. No. of tribal families covered
  - a. Specify in case an activity has been taken up by men and women rather than families

Past reports with livelihoods team

3. Change in sales of PCD produce through OMD/ channels
  - a. Data on PCD sales for each product, by value, not quantity
  - b. Percentage of sales through OMD
  - c. Percentage of sales for each product sold through PCD, sold to traders

Past reports with OMD and PCD teams

*It was agreed that data by product would not be used as it is not relevant beyond honey, bees wax and amla.*

*The actual data considered was:*

- Sales of PCD and Sales of OMD
- Contribution of PCD to OMD purchases; by each PCD
- PCD sales to OMD to overall PCD sales
- Price trends in honey

4. Price trends of key commodities ó pre- and post keystone

- a. For each product: Pre Keystone procurement price
- b. Price paid by PCD
- c. Price paid by OMD
- d. Price in open market
- e. Sale price by PCD - ratio of local market to OMD
- f. Sale price by OMD

Recall methods, price lists with OMD and PCD teams

*We looked at the main products, the price in the open market and Keystone's price for a base year of 1995-96 and 2008-09.*

- 5. Change in market size and diversity for PCD produce
  - a. Market size by value and volumes
  - b. List the current markets for each product

Past reports and audit statements with PCD, OMD and Finance teams

*The number of produce/products and price paid by PCD*

- 6. Have they shown profits for at least three years?
  - a. Balance sheet for each PCD for last 3 years
  - b. I & E Statements for each avenue listed in 1.1 for last three years

Past reports with PCD and Finance teams for (a) above

Speak to two persons who have taken up the option and discuss revenues and expenditures related to that option for last three years - one person who had done well and one person who has not. PCD or OMD or Finance or Livelihoods team for (b) above

*P&L statements for each PCD*

*It was not possible to collect data for (b)*

- 7. Insistence on organic farming
  - a. Trng programmes related to Organic farming - number and topics
  - b. No. of women and men who have attended these programmes
  - c. No. of farmers (women and men) who have stuck to organic farming for at least 3 years continuously

Past reports and FGD with groups of women and men farmers ó Livelihoods team

- 8. Awareness on appropriate methods of bee keeping, NTFP collection, agriculture, etc.

FGDs with at least 3 groups of adivasis (each) who are involved with bee keeping, each type of NTFP collection, agriculture, etc.

Information with PCD and Conservation teams

### **Outcome 3**

As per tree fall gap 2004

Enhancing economic status of indigenous people, based on **organic and fair trade principles**

As a Result Statement

Economic status and opportunities of indigenous people enhanced.

Indicator Domains / Indicators

1. Increase in income from all avenues - bee keeping, NTFP, agriculture, vegetables, PCD, etc.

To be calculated from 2.4.d and 2.6.b above by OMD and Livelihoods team

*It was difficult to measure "increase in income" since there was no baseline. For the main livelihood options, the indicator will be retained with 2009 as the base year.*

2. Change in sales of PCD produce through OMD/ channels

1. For each product, %age sales through PCD, through OMD

Past reports with OMD and PCD teams

*This indicator is duplicated from Outcome 2.*

3. Stability of income sources

1. Income at family level, for last 3 years, trends to be analysed, x families per area - sample size to be decided

To be calculated from 2.6.b above by OMD and Finance teams

*As the data is difficult to obtain and attribute to Keystone, the indicator has been removed.*

4. Increase in material assets/ quality of assets

1. New assets bought in last 3 years

Participatory Survey in sample population (equal no. of women and men) - 10%?

*As the data is difficult to obtain and attribute to Keystone, the indicator has been removed.*

5. Ownership and control over productive assets like land, livestock etc.

1. Assets currently owned
2. Proof of ownership and its location
3. Current use pattern of asset
4. How was this purchase funded?

Participatory Survey in sample population (equal no. of women and men) - 10%?

*As the data is difficult to obtain and attribute to Keystone, the indicator has been removed.*

6. Degree of indebtedness

1. No. of loans taken in last 3 years, the amount, their source, interest rate, purpose

## 2. Attribution possible to Keystone for reduced loan taking

One on one interviews with 25 women and 25 men and Analysis of interviews by all teams and Management group

*As the data is difficult to obtain and attribute to Keystone, the indicator has been removed.*

## 7. Extent to which people feel they control their own economic decisions

1. Listing of real choices that women and men were faced with in the last one year in livelihood options
2. Process by which the decision was taken
3. Influence of external actors in this decision

FGDs with 5 groups of women and 5 groups of men by all teams

*As the data is difficult to obtain and attribute to Keystone, the indicator has been removed.*

## 8. Extent of exploitative migration

1. Percentage of women and men who migrated in last two years (for more than one week)
2. Listing of jobs taken up outside
3. Wages paid for each job
4. Where do they stay?
5. Who provides food?
6. Sick leave details
7. Why did they come back?
8. Is there any training that can help them get a higher wage?
9. Given a choice, will you go back?

Rapid participatory survey in all villages and Case studies of 10 women and 10 men who have migrated by all teams

*Since migration was found to be low, this indicator was not needed.*

## **Outcome 4**

*As per tree fall gap 2004*

Village groups and institutions taking greater responsibility of managing programmes.

*As a result statement*

**Programmes are managed increasingly by village groups and institutions.**

*Indicator Domain / Indicators*

1. Percentage of financial / equivalent contribution from people
  - a. % of programmes in which community financial /equivalent contribution is < 50% and 50% or more
  - b. No. of groups that have accessed Govt schemes, list of schemes

Group records, Keystone financial records, FGD with groups and discussions within livelihoods team and with Finance team

2. No. of groups that have accessed Govt schemes, list of schemes
  - a. Nature of funding from Keystone to group
  - b. % of programmes in which KF continues to fund working capital requirements

Group records, Keystone financial records within livelihoods team and with Finance team

3. Involvement of women/ degree of participation
  - a. % of female membership in village groups/ instts by category and
  - b. Women's attendance;
  - c. Quality of women's participation
  - d. Examples of women taking a lead in the group

Group records and FGD with groups, field teams by Livelihoods team and Culture & People team

4. Initiative shown by groups
  - a. Number of instances where the group has initiated a decision/ change.

Group records and FGD with groups by Livelihoods team

5. Change in nature of relationship between Keystone & group to one of partnership rather than one of dependence ó gradient of relationship
  - a. % of groups that: a) feel they do as instructed by KF; b) feel they are actively consulted by KF before a group decision is taken and c) feel they initiate the decision and take KF's guidance before finalising it

FGD with groups and discussions within Livelihoods team

6. Influence on Govt schemes, bank loans, etc.
  - a. Schemes; government/ bank processes where groups feel they have influenced some changes for the better.

Discussions within programme teams and with relevant stakeholders (where possible) by Programmes team

## **Outcome 5**

*As per tree fall gap 2004*

Knowledge developed by research and action projects, being owned by communities and put to practice in their livelihood related activities

*As a result statement*

Communities and other Stakeholders own and put into practice elements of knowledge that are generated as a result of research and/ or action projects initiated and managed by Keystone and thereby contributing to the body of accessible knowledge and becoming a centre of excellence.

Indicator Domain / Indicator

1. Anecdotal evidence of change in practices brought about by Keystone intervention in livelihood options - bee keeping, NTFP collection, agriculture, conflict mitigation,
  - a. Number, nature and significance of changes brought about

FGD and MSC ó Conservation, Livelihoods and Training & Information teams

2. Water management related
  - a. No. of families benefiting from this
  - b. No. of groups who manage their own drinking water

Internal reports with Livelihoods team

*This indicator domain was merged with (1) above.*

3. Elements of knowledge that are seen as distinctly better than earlier (pre-Keystone) time
  - a. Elements of knowledge - listings, ethno-ecology, vulnerable species, NTFPs, biodiversity inventories, wetlands and forests, plant animal interactions e.g. pollination services

Forest departments, Academia, Network partners, School students, Consumers (who buy our publications and posters and read our papers); Internal reports, documents, papers etc. with Conservation, Livelihoods and Training & Information teams

4. To what extent have such practices been spread around/ others (non-project people) convinced of
  - a. Within the village, to neighbouring villages, to other districts/ states

FGD and Keystone records with Conservation, Livelihoods and Training & Information teams

*Data from indicator domain (8) below was merged here.*

5. Has this influenced policy at some level?
  - a. Number, nature and significance of changes brought about

FGD with groups and discussions with relevant stakeholders and internal information by Conservation and Training & Information teams and Consultants

6. Has this influenced curricula at various levels?
  - a. Number, nature and significance of changes brought about

Discussions with key stakeholders and internal information by Conservation and Training & Information teams and Consultants

7. Extent to which community eco-monitoring has strengthened their conviction of the need for eco-sustainability
  - a. Degree to which their conviction has been strengthened about the need to conserve and responsibly harvest natural resources

FGD and MSC by Conservation, Livelihoods and Training & Information teams

8. Degree of influence on practices/ learning of other organisations in India/region/global
  - a. Significant incidences that could be mainly attributed to KF

Management Group recall and sample discussions with network partners by Management group members who are network representatives and consultants

*This was merged with indicator domain (4) above.*

## **Outcome 6**

As per tree fall gap 2004

Indigenous people being in a position to dialogue with decision-makers on matters affecting their lives in an effective manner for space in advocacy and policy related issues.

As a result statement

**Keystone and Indigenous people influence key stakeholders (decision makers, academia, research etc.) on policy issues that affect their lives.**

Indicator Domain / Indicator

1. Change in perception of the government at Distt and state levels of the indigenous communities (IC) role and of linkages between conservation, livelihood and enterprise.
  - a. Level of awareness of government and other Key decision makers on the linkages between CEL.
  - b. Level of awareness of government and other Key decision makers of the role of IC in maintaining the CEL balance.

Discussions with key stakeholders, FGD, Management Group inputs by Environment Governance Team, Management Group and Consultants

2. Efforts made by Keystone and communities to influence or at least dialogue with decision makers
  - a. Number and significance of incidents

Anecdotes, FGD with key stakeholders, Management group by all teams

3. No. of decision making events to which indigenous people are invited
  - a. Number and significance of incidents and degree/ quality of participation

Anecdotes, FGD with key stakeholders, Management group by all teams

4. Specific incidents of where indigenous people and Keystone have influenced decisions
  - a. Number and significance of incidents

Anecdotes, FGD with key stakeholders, Management group by all teams

## List of external Stakeholders contacted

No.	Name/ Organisation	Tel. contact	Email contact	Call and meet
1.	Mr. Muruganandam/ Director, Policy & Law, MoEF	+919971176172	<a href="mailto:murux67@yahoo.com">murux67@yahoo.com</a>	Govt
2.	Ms Supriya Sahu Director, Broadcasting - MIB	011 23389202 +919013005005	<a href="mailto:supriyasahujs@gmail.com">supriyasahujs@gmail.com</a>	Govt
3.	Dr Ganesan Balachander Green Bank	+919810060381	<a href="mailto:gbalachander12@gmail.com">gbalachander12@gmail.com</a>	Donor
4.	Mr.I. Mallikarjuna Fair Trade Forum India	+919312326189	<a href="mailto:mallik@fairtradeforum.org">mallik@fairtradeforum.org</a>	Network
5.	Mr.Rajiv Srivastava Field Director, Mudumalai Tiger Reserve			Govt.
6.	Mr.Anand Rao Patil, Collector, Nilgiris Distt.			Govt.
7.	Mr. Bharati, Project Director, HADP			Govt.
8.	Ms Archana Neginhal Principal, Blue Mountain School, Ooty			School
9.	Mr A S Balanathan, PCCF, TN	044-2434 8059		Govt
10.	Dr R Vijaykumar, Principal Secy, Planning & Dev, TN	044-2567 4310	<a href="mailto:plansec@tn.gov.in">plansec@tn.gov.in</a>	Govt
11.	Mr V Purushottaman IFFAD	+91 9841 579 909	<a href="mailto:veepee@iffad.net">veepee@iffad.net</a>	Network
12.	Dr Priya Davidar School of Ecology, Pondicherry	+91 9442 066 819	<a href="mailto:pdavidar@yahoo.com">pdavidar@yahoo.com</a>	Technical Support
13.	Rev Philip Mulley		<a href="mailto:mugila2000@yahoo.co.in">mugila2000@yahoo.co.in</a>	Trustee
14.	Ms Shipra Gupta		<a href="mailto:solagni@auroville.org.in">solagni@auroville.org.in</a>	Trustee



No.	Name/ Organisation	Tel. contact	Email contact	Email and call
1.	Ms Meena Gupta Former Sec MoEF & MOTA	+919007881635	<a href="mailto:meegup48@gmail.com">meegup48@gmail.com</a>	Govt.
2.	Rupa Mukherjee SDC, New Delhi / Intercooperation, Hyderabad	040 23355892	"Rupa Mukerji" <rmukerji@intercooperation.org.in>	Donor
3.	Miguel Braganza PGS India	+919822982676	"Miguel Braganza" <a href="mailto:braganza.miguel@gmail.com">braganza.miguel@gmail.com</a>	Network
4.	Mr Madhu Ramnath NTFP ó EP, India	04542-240048	<a href="mailto:madelly@gmail.com">madelly@gmail.com</a>	Network
5.	Mr C K Sreedharan. Former Addl PCCF, TN	+91 9445 737 788		Govt
6.	Mr Devakumar DPM, Coimbatore Vaazhndu Kaatuvom Project	+91 9442 615 606		Govt
7.	Mr Ramasubramaniam DFO, Sathy	+91 9442 541 375	<a href="mailto:dfosathyamangalam@rediffmail.com">dfosathyamangalam@rediffmail.com</a>	Govt
8.	Mr Stan Thaekaekara ACCORD	+91 9443 704 495	<a href="mailto:stan@justchangeindia.com">stan@justchangeindia.com</a>	Network
9.	Mr Bhaskar Mitra SDTT	022 66657698	<a href="mailto:bmittra@sdtatatrust.com">bmittra@sdtatatrust.com</a>	Donor
10.	Dr Kumaran Forest Research Insitute	+91 9443 377 970	<a href="mailto:drkkmail@yahoo.com">drkkmail@yahoo.com</a>	Govt
11.	Dr John Kurien		<a href="mailto:kurien.john@gmail.com">kurien.john@gmail.com</a>	Trustee

No.	Name/ Organisation	Tel. contact	Email contact	Email only
1.	Eva Hagerstrand Swallows, Sweden		<a href="mailto:evahagerstrand@yahoo.com">evahagerstrand@yahoo.com</a>	Donor
2.	Dr Janet Seeley University of East Anglia, UK		"Seeley Janet Dr (DEV)" <a href="mailto:J.Seeley@uea.ac.uk">J.Seeley@uea.ac.uk</a>	Donor
3.	Mr Jenne de Beer NTFP-EP, Executive Director		jenne de Beer <a href="mailto:ntfp7@yahoo.co.uk">ntfp7@yahoo.co.uk</a>	Network

### 3. Impact from Outcomes 1 & 5

#### Outcome 1

*As per tree fall gap 2004*

Increasing conservation perspectives in our development interventions which are sensitive towards ecological cycles governing natural resources

*As a results based statement*

**Restoration: Degradation of eco-systems and threatened species in NBR arrested / decelerated**

#### Outcome 5

*As per tree fall gap 2004*

Knowledge developed by research and action projects, being owned by communities and put to practice in their livelihood related activities

*As a result statement*

**Communities and other Stakeholders own and put into practice elements of knowledge that are generated as a result of research and/ or action projects initiated and managed by Keystone and thereby contributing to the body of accessible knowledge and becoming a centre of excellence.**

#### Overall perspective on the two Outcomes

- Scale of restoration / conservation work has been limited in scope and geographical scale. Reasons for this could be that initially more emphasis was given to sustainable harvesting practices and later focus was given to actual conservation/ restoration work. This is also an area that is not well funded in terms of external funding. In that limited context, encouraging progress can be seen ó early signs of a good potential impact in the future.
- While the conservation/ restoration programme has been on for some time, efforts to measure the results are more recent. Cost and time factors have been cited as the primary reason for this.
- In the area of wetlands and restoration of vulnerable habitats, only a few areas have been taken up ó and only one in which any assessment has been done to date ó the Happy Valley restoration. Here, a survival rate of 68% of critical species has been noted ó though Keystone cannot take attribution for this, a significant contribution is there in terms of replanting, systematic habitat monitoring etc.
- The work done on sacred groves, though not large in scale, has met with a great deal of support from communities who feel that they are once again in touch with their roots. This is often cited by communities as an example of cultural revival, and the younger generation getting to know more about their rich traditions.

- Several examples have been quoted in which the level of knowledge and/ or practice by communities have distinctly improved because of Keystone ó organic farming, sustainable practices for honey, NTFP, etc., using GPS systems, etc. are some of the more prominent ones.
- NTFP enterprise model, bee keeping, PGS ó has spread and quality of practices improved as a result of KF interventions. Knowledge levels and appreciation of better ways of doing things have increased, as a result of which they also realise that they can get better prices from the market ó hence the ability and confidence to negotiate for better prices has improved in many of the programme communities.
- Keystone's programmes have been benchmarked for replication/ adaptation in a wide variety of locations and project context ó at neighbouring villages, other districts, other states, other countries. The PGS certification process has been taken to Sri Lanka, Bhutan and Nepal. This is a clear area where Keystone programmes have had a huge impact on other organisations ó a testimony to the replicability and wider applicability of the programme concepts developed by Keystone.
- Policy influencing ó has started, needs to be more focussed. The PGS system has influenced the Ministry of Agriculture to recognise alternate modes of certification. There are a couple of other examples of a smaller level but perhaps due to limited systematic advocacy initiatives, the influence if any of government policies and processes have tended to be little, even though the potential may be very high.
- Overall, conservation/ restoration programme is too new to measure any real impact (though trends are visible). Influencing government programmes policies and practices have been on a low key possibly because of Keystone's conscious or unconscious reluctance to engage seriously and systematically with the government at any level.

### Indicator Domains / Indicators

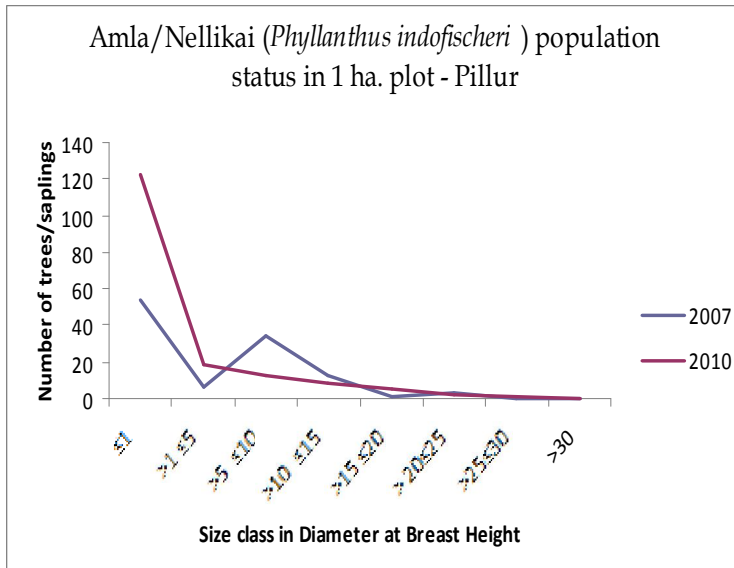
#### *1. Species and its habitat restored or revived*

Keystone Foundation has been working on non timber forest produce (NTFP) species with regard to assessing the status of their populations in the wild and also understanding the impact of harvest on them. A set of data was collected on the status of these species in the wild from 2003 to 2007. As part of this assessment, some of these assessment plots were revisited to look at their population status. Results for two species are presented here.

NTFP species Amla/ Nellikai (Phyllanthus species) ó An assessment conducted in one plot in the forests adjoining the village of Puchamarathur of the Pillur region are presented below for discussion.

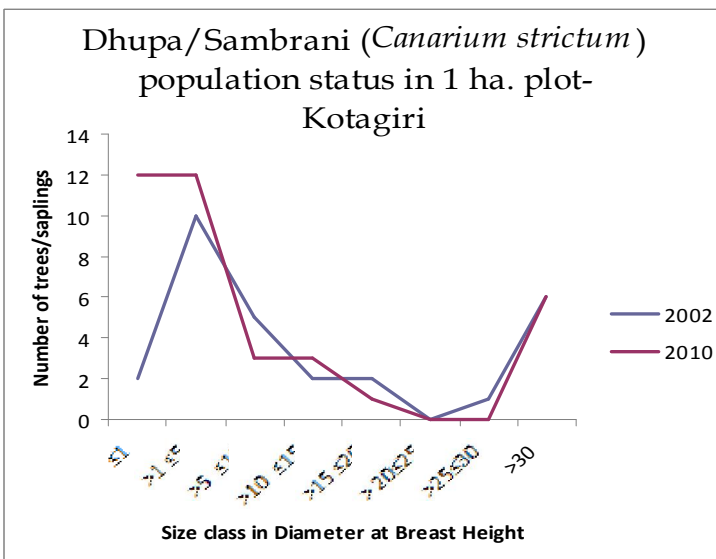
The graph shows the number of plants on the vertical axis and their size on the horizontal axis. The graph for 2010 shows a 'perfect' shape as per conservationists. In an ideal forest, there should be a great number of saplings which rapidly die out and leave a small percentage of adults still standing over a period of time.

The high number of saplings in 2010 shows that there was hardly any harvest of nellikai in the previous two years. Therefore, there were more seeds available to germinate and hence there are more saplings in 2010. The village informed us that there have been migrations from the village for work and also the VFC has not been able to organize the collection and sale.



NTFP species that are Rare Endangered or Threatened (RET) ó Dhupa/ Sambrani (*Canarium strictum*) ó  
 An assessment was conducted in one plot in the forests adjoining the village of Keelkoop in the Kotagiri region.

Resin is harvested from the bark of the tree by making incisions into the bark. The resin is left to become solid before it is chipped off and harvested.



The population in 2010 shows a prominent number of saplings and a more stable population curve. The higher regeneration could be attributed to a number of factors like better pollination, presence of seed dispersers, favourable climatic conditions, etc. Keystone has been involved in training and spreading awareness on the special status of the species and on better methods of resin harvest. While doing the survey in 2010 the team also observed that the incision (made for collection of resin) recovery on many of the trees was good. The canopy cover was also good and *Lantana* (which colonises open spaces) had intruded into only a small patch in the plot.

The work on human-animal conflict was started only in 2009 and it is too early to see impact.

## *2. Wetlands, forests, rivers and other vulnerable habitats restored*

Keystone has been involved in the raising of native species through nurseries which are located in village areas and managed by the people of the village. Initially the nurseries catered to the needs of the village and had NTFP species for homestead land. Over the past five years the growing awareness on the need to grow native species has led to increased demands for supply of plants from the nurseries. These demands come from local non tribal growers, estates and the forest departments. In the case of commercial ventures by estates and private individuals Keystone's role has been only in supply of plants. With the forest department and Panchayat Keystone has been involved in supply of plants, upkeep and maintenance and periodic replenishing of the plants. As part of the assessment to see what results Keystone's restoration activities have had on the habitat it was decided to monitor 9 sites for the long term. For this assessment, Keystone have assessed one plot.

At the Happy Valley restoration site in Kotagiri, there has been a 68% survival rate for the plants. The planting of 19 species has taken place between February 2006 and November 2009. It has been supported since then with wages for cleaning of weeds and replanting of some species. The area is located at the origin of a number of springs and the plants are doing relatively well can be attributed to the constant availability of water.

While current data is not available on other habitats or on the extent that habitats have increased, this indicator will be monitored in future.

## *3. Community reserves or sacred groves declared/ protected*

In 2005 the team from Keystone undertook a survey of three sacred groves of the Kotagiri region and subsequently a more thorough compilation was made in 2007 of the sacred groves of the Kurumbas. This information was published as a booklet in 2007 in Tamil. The process generated enthusiasm from the communities and a revival of cultural practices has taken place. In one of the reserves in the estates of Kotada, the estate people have agreed to let the Kurumbas visit their site and also replant some of the areas around the grove. The Bhaviyur sacred grove lies within the Forest department boundary and has been revived since the survey. Planting of rare species has taken place in the area. This year there is a plan underway to put up a signboard indicating the significance of the grove. Quantitative data with regard to the extent of the grove will be monitored in the coming years and inventory of the plants and animals will

be done with the participation of the community. As of 2010, the extent of the groves has remained the same.

#### *4. Elements of knowledge that are seen as distinctly better than earlier (pre-Keystone) time*

From the Focus Group Discussions with the communities and the interviews with individuals, the areas where Keystone has managed to raise the level and quality of knowledge are:

- organic vegetable growing
- organic farming
- cultural practices
- reviving and transferring indigenous knowledge to the younger generation regarding wild food, honey, medicinal plants, etc.
- importance of sacred groves
- bio-diversity, endangered / threatened species
- using instruments like GPS for monitoring and documenting
- nursery raising
- need to conserve forest rather than merely collect NTFP
- harvesting honey in a sustainable manner and ensuring quality
- soil and moisture conservation
- micro-irrigation
- seed banks

#### *5. Anecdotal evidence of change in practices brought about by Keystone intervention in livelihood options - bee keeping, NTFP collection, agriculture, conflict mitigation, water management*

The Aracode farmers group pointed out that they had always practiced organic agriculture. However, with Keystone's inputs, they now go in for intercropping, composting and bio pesticides which has increased yield.

Several of the farmers groups now sell their organic vegetables at the organic bazaar organised by Keystone.

The Hasanur Farmers group said that organic farming had led to the soil becoming richer and their own health improving. While additional cash came in from selling vegetables, they were also consuming more vegetables at home.

The Honey Hunters from Hasanur felt that certain practices regarding honey collection are followed by the people, but all practices are not practical. For example, while mature honey is collected, honey comb and brood comb is separated before crushing, filtering is done only later. It is not always possible to follow MRC (mid rib cutting to ensure fewer impurities) and crushing of combs because it is difficult in the forest.

Before Keystone's intervention quality was not important and they used to harvest all combs from a cliff and crush the combs for honey. However, that has changed now.

The value paid for beeswax has ensured that it is also brought back carefully for sale.

The Sigur water users groups felt that they are now more aware of water borne diseases and the need to boil water before drinking it.

The Habitat Monitoring group said that they are better equipped to respond to forest fires as well as ensure illegal felling of trees is stopped.

The women in the Habitat Monitoring group mentioned that earlier they did not share some of the information especially regarding medicinal plants. Now after documenting it in the form of a book (Keystone's initiative) they not only refer to it but it is widely used. The younger generation also knows about it and likes to use it.

In addition, the Pillur farmers group mentioned that the 'Seemai Suthi' was a useful way of sharing and reinforcing information.

6. *To what extent have such practices been spread around to others (non-project people) and they have been convinced enough to practice them?*

#### Neighbouring villages

- In Hasanur area, an NGO called Sudar was set up, inspired by Keystone. The DFO supports this group now.
- The Sigur group mentioned that sustainable harvesting practices for NTFP was now being followed in some of the neighbouring villages as well.

#### Other Districts

- Training in Bee keeping was provided to the following groups. They have taken up apiculture and continue to practice it:
  - Tulir in Sittlingi, Uravu in Wayanad, MSSRF in Kannivadi, ARIES Trust in Virudachalam and 6 VPRC groups in Tamil Nadu.

#### Other States

- In Meghalaya, the group Samrakshan started nurseries to raise native species following a visit to Keystone.
- The NTFP enterprise model where NTFP is harvested in a sustainable manner, value added locally and then sold locally as well has been accepted and is practiced in
  - Karnataka ○ NGO Prakruti with the Siddhi group,
  - Maharashtra ○ NGO Econet with 9 Partners
  - Orissa - 3 partners
  - Chattisgarh ○ 2 partners
  - Madhya Pradesh ○ NGO SPS
  - Andhra Pradesh ○ NGO Kovel Foundation
  - Meghalaya ○ NGO Samrakshan
  - Kerala ○ groups in Silent Valley, Parambikulam, Konni, Kannur, Achankovil, Nilambur, Wayanad

## Other Countries

- Training in Bee keeping was provided to partners in the following countries. Their groups have taken up apiculture and continue to practice it:
  - Indonesia - 9 partners
  - Philippines - 2 partners
  - Cambodia - 2 partners
  - Bangladesh - 1 partner
  - Vietnam - 1 partner
- The PGS certification process has been shared with partners in Sri Lanka, Nepal and Bhutan where it is being followed.

### 7. *Has this influenced policy at some level - district/ state/ national/ regional/ global??*

The Participatory Guarantee System (PGS) model has influenced the Ministry of Agriculture in India to give space for other models of alternative certification systems in current legislation. Earlier, there was one legally accepted system of organic certification making it expensive and excluding many of the smaller farmers in India.

Five years ago when Keystone started training VSS groups through the Kerala Forest Department this became a strong point for them to get the Co-operative Societies out and give rights to the VSS to value add and sell forest produce.

The work done by Keystone on conservation of wetlands has led to the District Administration creating a plan for conservation of wetlands for the Nilgiris district.

### 8. *Has this influenced curricula at various levels?*

The Field course initiated by Keystone is being seen as a component of the curriculum offered to Indian Forest Service (IFS) trainee officers. The national and state trainee officers are brought to Keystone for half a day as part of their Bharat Darshan programme. Keystone is in the process of rationalising this interaction and redesigning it to have a maximum impact on the trainees.

Following the setting up of the Bee Museum in Ooty, four schools in the NBR have allocated time for Environmental Education to be conducted by Keystone staff. Ten schools have enrolled in the Bee Museum programme, campaigns and planting sessions and participate regularly.

The work of negotiating with the District Education Officer for Nilgiris District to include a visit to the Bee Museum for all the state schools is still going on.

### 9. *Extent to which community eco-monitoring has strengthened their conviction of the need for eco-sustainability*

The Sigur group said that they had personally asked the resort owners to stop cutting trees for campfire and had given them plants from the nursery to grow their own for such use.



The Ramaranai group had helped to plot the nellikai trees. The process helped them to understand how to protect and harvest the fruit in a sustainable manner. They were also convinced of the need for such measures.

Overall, the Habitat Monitoring Group would like to continue their work, even if they are not paid for the work.

## Outcomes on the Result Statements 2 and 3

### Result 2

*As per tree fall gap 2004*

Increasing the availability of viable natural resource-based livelihood options for indigenous people such that they provide sustainable livelihoods and lead to greater self-reliance

*As a results based statement*

Natural resource-based sustainable livelihood options increased for a larger percentage of tribal communities in the Nilgiri area/ NBR. (tribal/ non-tribal)

### Result 3

*As per tree fall gap 2004*

Enhancing economic status of indigenous people, based on **organic and fair trade principles**

*As a Result Statement*

Economic status and opportunities of indigenous people enhanced.

### Overall Perspective on the two results

- From 1995, Keystone's work has expanded to cover 89 villages and around 3850 families with approximately 12000 people.
  - Of these the livelihoods initiative has touched the lives of around 85% or 3275 families.
  - The work around honey & with Honey Harvesters and Bee Keepers has benefited the most number of people, 1482, of whom 29 women benefit from bee keeping.
  - The agriculture intervention has reached out to 670 people of whom 127 are women.
  - The PCDs provide direct employment to 75 people of whom 59 are women.
  - 253 families practice organic farming.
  - 355 families sell 14 types of NTFP to Keystone.
  
- Given Keystone's focus on honey, it is perhaps not surprising that they have not reached out to more women. However, as they move on to other livelihoods like organic vegetable growing and organic farming there is a need to specifically target women. While the land may be owned by men, the work is done by both women and men. To ensure that women receive the benefits of training and other inputs, it is necessary to speak to them at a time convenient to them and perhaps reach out to them separately from men.
  
- Keystone has formed farmers groups in which the membership is that of the family. However, from group discussions it is clear that the members are not clear on this. Most of the members felt that the men were the members with women attending meetings only when the men were not able to. Since farming is done by both women and men, for inputs to translate into action, it is necessary to reach out to both.

- The data indicates that Keystone pays a higher price for all produce that they buy from the adivasis, than the market does. In 2008-09, a bonus of Rs.2 per kilo of honey was also given by OMD to honey hunters for the honey given in 2007-08.
- Initially the sole sourcing avenue was the PCD. However, as Keystone looked for urban markets, it was realised that there is a need for a wider product range and they started selling products of groups from other parts of the country who shared similar values, through OMD. The share of purchases from PCD to the total purchase that OMD makes has ranged from 11% to 36%. OMD was created originally to ensure a wider market for PCD products. Keystone could agree on a percentage below which they will not go in terms of this ratio or agree that they will buy whatever the PCDs wish to sell, ideally the latter.
- Having said this, PCDs also sell their products locally. Hasanur sells almost 50% of its products locally. The other PCDs sell a smaller share in the local market ranging from 14% to 88%. OMD gives the assurance that they will buy all the value added products meeting the required quality standards that PCD wishes to sell to them. It is creditable that the products of PCD are valued not only in urban areas, but also locally because of their quality and packaging.
- The graph of purchase price of honey and sale price by OMD is interesting. In the initial years while, OMD was still trying to fix margins so as to break even, the price differential was lower than it is currently. However, OMD needs to be careful that this differential does not continually increase because honey is used to cross-subsidise the other products.
- Knowledge on sustainable harvesting of honey seems to be widespread. However, the practical realities still come in the way of following some of these guidelines. One factor that has helped is that Keystone started buying bees wax and thereby made it in the honey hunters' interest to follow MRC, etc.
- NTFP collectors also said that they were more conscious of sustainable harvesting of NTFP and followed the practice as far as possible. The practice has also spread to neighbouring (non-project) villages in Sigur which is a positive trend. Since data collection on this has just started, we will know over the next five years if it is genuinely being practiced.
- Audited statements are available for the PCDs for 2007-08 & 2008-09 only. Hasanur has been profitable in both years while Semmanarai and Kurumbadi have been profitable one year each. Banglapadigai and Pillur are yet to make profit. Systematic efforts need to be made to ensure that all the PCDs are profitable consistently. They need to be able to identify more markets locally and have capacities built up accordingly.
- The wide range of livelihood interventions has certainly added to the income of the adivasis and to their livelihood options. However, it is difficult to calculate by how much or attribute this increase entirely to Keystone except in the case of honey and bees wax. Overall, the prices of NTFP have gone up because of Keystone, though it is difficult to attribute a value to this with the current data.

### Indicator domains / Indicators

#### 1. No. of avenues - bee keeping, NTFP, agriculture, vegetables, PCD

Between 1995 and 2009, the livelihood activities have spread across Konavakarai, Coonoor, Arakode, Sigur, Hasanur, Pillur and Nilambur.

The activities have been:

- Wild honey collection related livelihoods
- Bee Keeping
- Revolving Fund in Agriculture
- Soil and Moisture Conservation
- Minor Irrigation
- Fencing of agricultural land
- Cattle rearing
- Vegetable cultivation
- Water
- PCD Activity
- NTFP ó Amla
- Traditional Crafts ó eg. Ajile Bottu, Kota Pottery, Arakol Instruments, Bamboo craft
- Nursery raising

#### 2. No. of tribal families covered

Total number of villages: 89

Number of hamlets: 101

No of households: 3853

Approximate population: 12,172, rounded off to 12,000

Approximately 10-15% of families are not associated with Keystone Livelihood activities due to their personal choice. Taking 85% of the households as involved with Keystone activities, it comes to 3275 households.

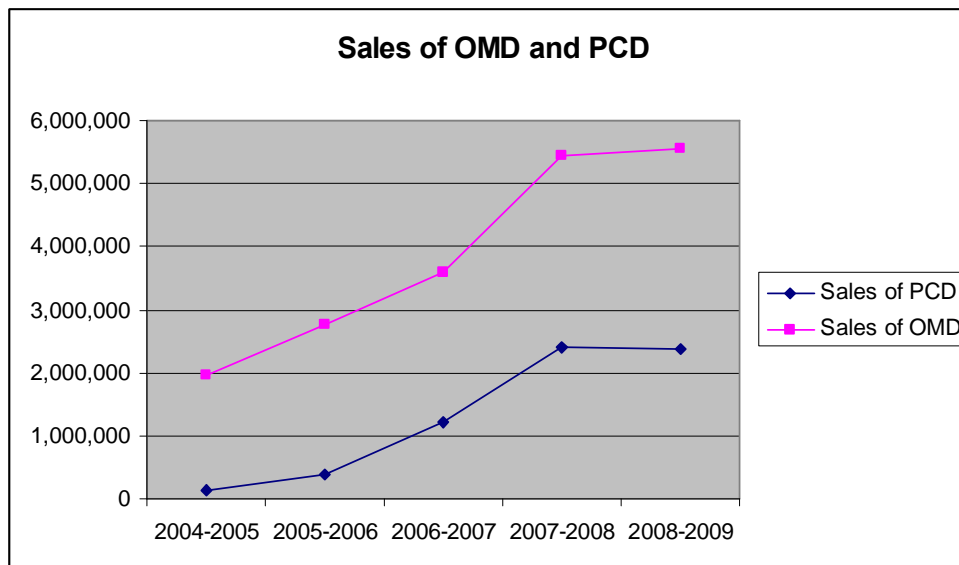
<b>Total</b>	<b>Women</b>	<b>Men</b>
Beekeeping	29	349
Agriculture	127	543
Water User Group	121	3
PCD	59	16
Honey hunting	0	1104

Table: Number who have benefited from Keystone's programmes

### 3. Change in sales of PCD produce through OMD/ channels

Graph 1 ó Growth in PCD sales and OMD sales

Year	Sales of PCD	Sales of OMD
2004-2005	135,685	1,952,499
2005-2006	384,553	2,756,436
2006-2007	1,216,163	3,600,389
2007-2008	2,403,647	5,433,278
2008-2009	2,374,631	5,550,096
2009-2010	2,067,845	6,084,851



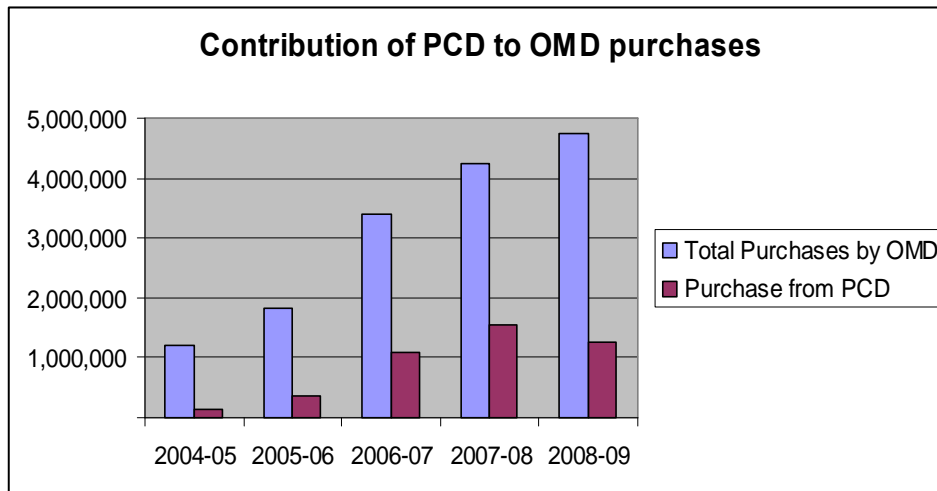
Both OMD and PCD have been growing since 2004. In the last year their growth appears to have reached a plateau. This has been due to a number of factors. The first is the global economic recession that has affected the tourism industry and therefore the number of visitors to the Green Shops. Amla candy had to be taken off the shelves as it did not meet FPO standards. While in itself it was not a high-value product, customers coming in to buy it would also buy other products.

Both Bangalapadigai and Semmanarai PCDs have suffered due to loss of personnel.

Perhaps, because PCD and OMD are beginning to compete with each other rather than complement each others work, they are taking less risk and growing at a slower pace.

Graph 2 ó Total purchase of OMD ó percentage of purchase from PCD ó relevance of OMD to PCD

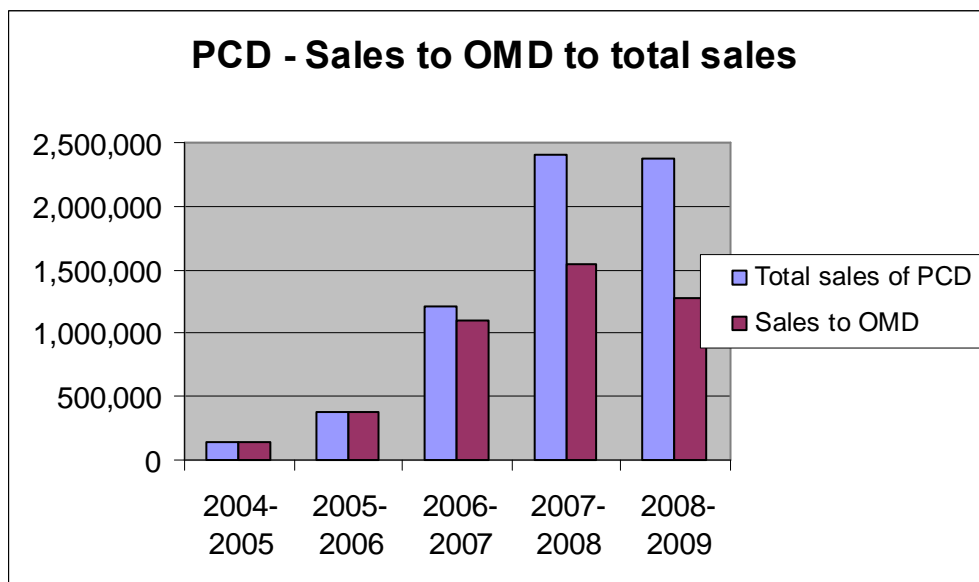
Year	Total Purchases by OMD	Purchase from PCD	%age
2004-05	1,221,055	135,686	11.1
2005-06	1,827,028	373,135	20.4
2006-07	3,385,249	1,104,249	32.6
2007-08	4,248,004	1,535,413	36.1
2008-09	4,733,380	1,269,360	26.8



The overall purchases of OMD have steadily grown. The percentage of purchase from PCD has also grown in parallel except in 2008-09 when it has come down as compared to the previous year. As OMD purchases more and more from other organisations, the relevance of PCD to OMD will go down. Keystone will have to decide if they would like to set a limit on OMD's overall purchases in relation to the PCD purchase or agree that OMD will buy whatever PCD is willing to sell to them subject to minimum quality standards.

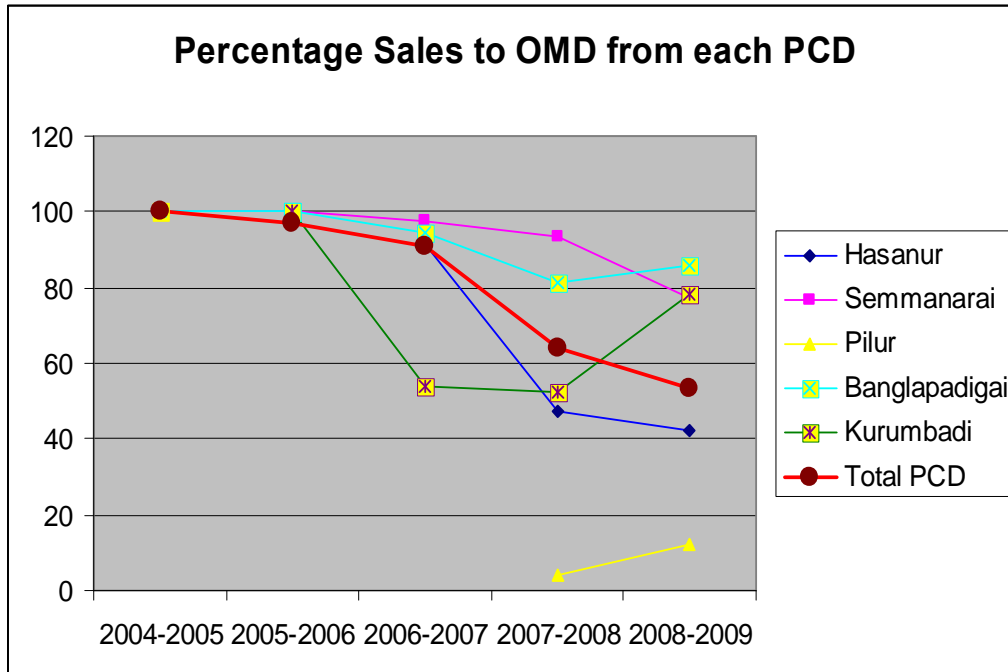
Graph 3 ó Total sales of PCD; % sales to OMD

Year	Total sales of PCD	Sales to OMD	%age
2004-2005	135,685	135,686	100.0
2005-2006	384,553	373,135	97.0
2006-2007	1,216,163	1,104,249	90.8
2007-2008	2,403,647	1,535,413	63.9
2008-2009	2,374,631	1,269,360	53.5



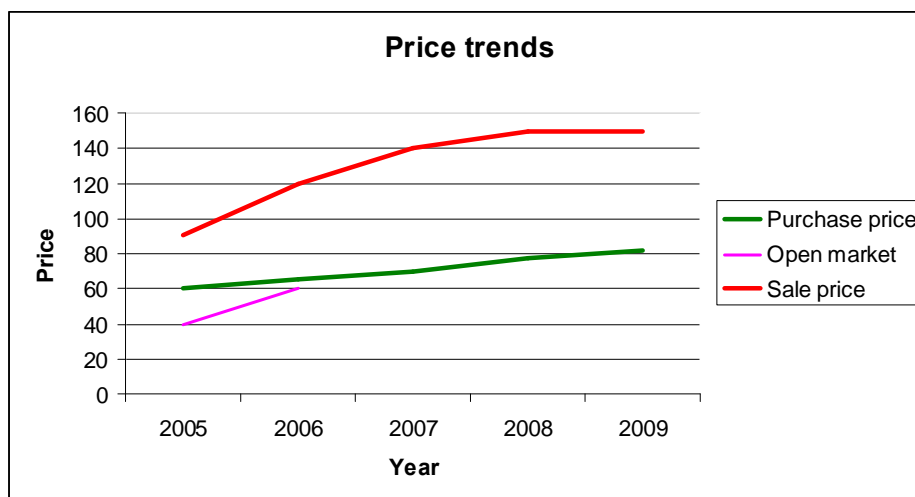
Graph 4 ó Percentage sales from each PCD to OMD

Year	Hasanur	Semmanarai	Pilur	Banglapadigai	Kurumbadi	Total PCD
2004-2005		100.0		100.0		100.0
2005-2006		100.0		100.0	100.0	97.0
2006-2007	91.4	97.7		94.7	54.1	90.8
2007-2008	47.4	93.6	4.2	81.3	52.6	63.9
2008-2009	42.2	77.1	12.0	85.8	78.2	53.5



There is a widening gap between the purchases by OMD and the sales by PCD to OMD. The share of PCDs in total OMD purchases is 32% on an average in the last three years. While from the OMD point of view it is a protection from the vagaries in PCD production levels due to various factors, any decline below 25-30% notionally may lead to a disconnect between the two. At a disaggregated level, many PCDs still largely depend on OMD to sell their products. The local market is present and as Hasanur has shown, quite appreciative of the quality of product and packaging that PCD offers. The challenge is for OMD to grow while the PCD also grows in parallel to keep pace. This is possible if both work to complement each others strengths.

Graph 5 ó Purchase price of honey to sales price of honey by OMD





The price at which honey is purchased from the bee keepers or honey hunters and the price at which it is sold by OMD have been compared in this graph. In the initial year, the two lines will show a diverging trend as OMD need to reach ideal margin levels so that they break even and are not subsidised. However, over time, the gap between these two lines needs to reduce and then stabilise since the aim of the programme is not profit maximisation, but fair prices for honey.

#### 4. Price trends of key commodities ó pre- and post keystone

	Year	Market price	Keystone price	% difference
Honey	95-96	Rs.20 to Rs.32	Rs.45	40% to 125%
	2010	Rs.45 to Rs.60	Rs.82 to Rs.88	45% to 82%
Bees wax	95-96	Rs.15	Rs.45	200%
	2010	Rs.100	Rs.140	40%
Silk Cotton	95	Rs.150	Rs.350	133%
Pepper, Coffee			10% more	10%

In 1995-96, the value of bees wax was not known to the community. Keystone has brought the importance and knowledge regarding this to them.

Silk Cotton used to be sold as pods without value addition till Keystone brought in the skill and knowledge for value added products. Through the PCDs, employment is created within the village itself.

Pepper and Coffee is always purchased 10% more than market price ó as a principle to encourage organic farming.

In 2008-09, a bonus of Rs.2 per kilo was also given by OMD to honey hunters for the honey that they gave in 2007-08. The amounts ranged from Rs.50 to Rs.459 per honey hunter and an amount of Rs.11,643 was distributed as bonus.

#### 5. Change in market size and diversity for PCD produce

Data given from DOEN report

Table: Number of produce and volume in Rs over the last few years

Period	Sathy		Pillur	
	No. of Produce	Amt	No. of Produce	Amt
Jan-Jun 07	11	5,92,882	6	20,717

Jul-Dec 07	10	7,56,726	8	59,622
Jan-Jun 08	11	4,40,229	7	86,326
Jul-Dec 08	9	2,98,285	8	14,353
Jan-Jun 09	8	3,90,405	12	1,69,585
Jul-Dec 09	10	2,28,682	5	51,225
<b>Total</b>		<b>27,07,209</b>		<b>4,01,828</b>

Table: Summary of the diversity of NTFP and benefits to families over the years

<b>Indicator</b>	<b>(Apr 2006 - Mar 2007)</b>	<b>(Apr 2007 - Mar 2008)</b>	<b>(Apr 2008 - Mar 2009)</b>	<b>Apr - Dec 2009</b>
No. of products Value added	1	4	7	10
No. of families benefited from sales of NTFPs	150	270	355	556
No. of NTFPs bought	2	6	12	14

#### 6. Have they shown profits for at least three years?

Audited statements are available for the PCDs for 2007-08 & 2008-09 only. Hasanur has been profitable in both years while Semmanarai and Kurumbadi have been profitable one year each. Banglapadigai and Pillur are yet to make profit.

<b>PCD</b>	<b>2007-08</b>		<b>2008-09</b>	
	<b>Sales</b>	<b>Net Profit</b>	<b>Sales</b>	<b>Net Profit</b>
Semmanarai	7,02,042	1,74,937	3,07,896	-10,815
Hasanur	9,65,419	40,611	12,97,856	2,65,705
Banglapadigai	3,02,448	-6,256	3,63,031	-44,689
Kurumbadi	3,20,930	1,05,354	2,63,710	-84,468
Pillur	1,12,810	-23,792	1,42,141	-30,754

Sales from Semmanarai dropped by around 56% since some of the honey hunters found other employment. The second reason is that because export orders earlier got for bees wax candles fell through showing that one cannot depend on one marketing avenue.

Kurumbadi sales dropped by around 18% because mainly due to management, not receiving enough raw material and shift to soap making which required a training period. Also, there was a problem with the personnel leading to a slowing down.

#### 7. [Insistence on organic farming](#)

Training on organic farming has been given to 221 men and 34 women over 18 training programmes. Last year alone four training programmes were conducted. 324 people have attended training on compost making. In addition, the Pillur farmers group has also received support in minor irrigation and seeds.

253 families are consistent in practicing organic farming growing vegetables, guli ragi and sol ragi.

#### 8. [Awareness on appropriate methods of bee keeping, NTFP collection, agriculture, etc.](#)

The Pillur farmers group said that they have understood the value of intercropping, raising nurseries, especially tree crops like silk-cotton, pepper, coffee, lime and pomegranate. They see the benefit from trenches, bunding and micro irrigation. They also said that while they grow vegetables to sell it, they ensure that they keep sufficient vegetables for home use as well.

Kilpillur and Neerdai farmers groups have take up organic vegetable growing well.

The Sathy farmer group said that they are making compost after the training from Keystone. They have also initiated a seed bank. Farmers have started practicing vegetable cultivation and seeds are available through Keystone. They also send their vegetables for organic bazaar.

In Ittarai and Thadasalhatti, the group said that they would continue with organic farming even if Keystone were to stop working with them.

While the Hasanur Honey hunters were aware of sustainable methods to harvest honey, they said that it was not always practical to follow these methods in the forest.

The members of the Kotagiri Habitat Monitoring and Knowledge Bank said that they followed the hygiene standards for honey packaging very strictly.

From discussions with the Sathy Honey Hunters it was clear that they do not practise all the steps needed for sustainable harvesting of amla. However, this could also be because they did not receive formal training.

The Nilambur Honey Hunters also harvested medicinal plants. The group mentioned that they had their own sustainable harvesting practices. They mentioned that unsustainable practices were also not allowed by the Forest Department. Even if permitted they said they would not practice unsustainable harvesting as they wanted that the products to be available in future too.

The Pattakurumba and Nedungayam Producer Group is a pickle making group. While buying raw materials they inquire about the harvesting methods or growing methods used by the sellers.

The group in Kolikarai-Barliar said that even if Keystone stopped working with them, they would continue sustainable harvesting of dhupa/ sambrani.

#### 9. Increase in income from all avenues - bee keeping, NTFP, agriculture, vegetables, PCD, etc.

The total outflow of money from OMD and PCD to the adivasis of the area in 2008-09 amounted to Rs.17,15,804. This includes procurement and wages in PCD. Estimating that about 3200 households are involved with Keystone PCD activities in the area, this works out to about Rs.536 per household and the maximum amount of wages earned in the PCD has been Rs.23,040.

Wage earnings in PCD (2008-09)

PCD	Total wages disbursed (from accounts)	No. of persons (actual)	Average annual wage	Maximum annual wage for a person (estimated)
Hasanur	1,34,568	24	5,607	19,500
Pillur	32,740	6	5,457	9,600
Semmanarai	2,00,899	14	14,350	19,200
Banglapadigai	1,15,309	8	14,413	23,040
Kurumbadi	65,378	10	6,538	19,200
<b>Total</b>	<b>5,48,894</b>	<b>62</b>	<b>8,853</b>	<b>23,040</b>

On an average an individual involved in full time or part time work in a PCD can earn about Rs.8800 per year.

For Hasanur and Pillur areas, the number of harvesters and farmers is 556.

Activity	Income range	
Bee keeping	Upto Rs.1500	Per family
Honey Hunting	Rs.3000 to 10,000	Per head
Beeswax	Rs.1000 to Rs.6000	Per group of 4 to 5 people
Nellikai	Rs.2000 to Rs.10,000	2 people in family
Eecham	Rs.6000 to Rs.20000	3 people in family

Vegetables	Rs.7000 to Rs.8000	Per family
Silk cotton	Rs.2000 to Rs.13000	Per family
PCD wages	Upto Rs.27,000	Per person
Tamarind	Rs.200 to Rs.3000	Per family
Pepper	Rs.5000 to Rs.10000	Per family
Coffee	Rs.880 to Rs.8800	Per family
Millets	Rs.300 to Rs.2500	Per family

While this data is available, it is difficult to assess increase in income per family as each family's basket of activities is different. The additional income from bee keeping can be entirely attributed to Keystone's intervention. It is also important to note that the income comes in the off-season and is therefore makes a useful contribution to the family even if it is a relatively small amount. The value of bees wax was highlighted by Keystone when they started buying it to make candles, lip balm, etc. Before that the honey hunters usually ignored the bees wax. While millets are being bought in small quantities, the greater benefit is to the family who are able to consume it. This is also true for vegetables though on a smaller scale.

#### 10. Extent of exploitative migration

Other than in a couple of villages, it was found that only two or three families migrate from each village. While people do go out of the village to work, it is on a daily basis rather than for longer periods. There is a perception that migration is widespread, but data does not confirm this.

## 5. Tree Fall Gap 2004 Outcomes 4 & 6

### Outcome result statements:

The original outcome statements as in the Tree Fall Gap 2004 document are:

**Outcome 4: Programmes are managed increasingly by village groups and institutions.**

**Outcome 6: Keystone and Indigenous people influence key stakeholders (decision makers, academia, research etc.) on policy issues that affect their lives.**

These statements were re-worded in results language to the extent possible, to facilitate the definition of indicator domains and actual indicators, as shown below:

**Outcome Result 4: *Programmes are managed increasingly by village groups and institutions.***

**Outcome Result 6: *Keystone and Indigenous people influence key stakeholders (decision makers, academia, research etc.) on policy issues that affect their lives.***

### Overall perspective on the two result areas:

- i. Most of the village groups and institutions that have been in existence for three or more years appear to be operationally stable and are quite independent in their decision making practices (even though not all of them are making profits, as is mentioned elsewhere in this report). For all strategic decisions, the groups still tend to rely on KF staff ó to consult, to sound them out and so on.
- ii. Except for PCDs, womenø participation is quite low in the existing programmes. PCDs are very much a significantly womenø organisation. In other areas, women are quite invisible. Even when they do participate through their attendance, field information suggests that this is just for appearance ó the men are the real members and take whatever decisions need to be taken. Even in PCDs there are instances where the husbands attend meetings on behalf of their wives ó and participate as though they were the actual members.
- iii. However, there are some very good examples of women taking leadership in several areas ó which is a very good indication of future possibilities if programmes are designed keeping women at the centre. Specific examples of this leadership role played by women are provided later on in this chapter.
- iv. In terms of initiatives shown by the various groups, anecdotal evidence shows that there is much improvement in the way operational initiatives are taken. There is still a

tendency to want to check with Keystone staff before actually putting their initiatives to a final decision.

- v. The gradient of partnership is better than in the early days of KF programmes ó but still a long way to go before they can be said to be equal partners. The farmer's groups are probably ahead of the others in this sense.
- vi. Government's perception of the linkages between community, environment and livelihoods (CEL) is changing rather slowly ó none of the external (government) stakeholders referred to any clear understanding of this linkage. Keystone's own efforts in this area are bringing about a change in perception, but so far the change has been slow.
- vii. The dialogue between KF/ indigenous communities and key decision makers (government and non-government) have been increasing but remain somewhat sporadic and event based rather than a continuous strategic one.
- viii. More recently there have been many instances of KF/ communities influencing decisions of the government and creating platforms for such influence ó tribal gram sabha, NTFP steering committee and the NGO district forum are some clear examples.
- ix. One of the most significant impacts the consultants have found is that individual members of communities, both female and male, have repeatedly expressed their heightened sense of confidence in dealing with external people ó traders, forest department, customers for their products and so on. People, who stated that a few years ago they would have run at the sight of strangers, now have the confidence and capacity to ask questions, dialogue with them and as some have stated, know when they are being exploited.

#### **Specific commentary on each indicator domain:**

##### *4.1 Percentage of financial / equivalent contribution from people:*

*a. % of programmes in which community financial / equivalent contribution is < 50% and 50% or more (this categorization was not possible – so overall % have been provided by KF)*

- ▲ In the land development project ó people's contribution form 40-60%
- ▲ PCD ó land as community contribution
- ▲ Labour contribution in construction of PCD building
- ▲ Irrigation support ó 30% in Kil Pillur, 50% in Ramaranai
- ▲ Water Users' Group : nominal O&M contributions
- ▲ Farmers' Revolving Fund: subscriptions from members
- ▲ Secondary Education ó 50% community contribution

- ▲ Indigenous cultural meets, collection of IK ó time contributions significant

This indicates that people have been contributing to their project ventures but mostly when they could see immediate benefits and in the form of materials and labour.

#### 4.2 Efforts made by Keystone and communities to influence or at least dialogue with decision makers

a. No. of groups that have accessed Govt schemes, list of schemes

- ◆ Chemmanatham and Bangalapadigai ó National Horticulture Mission ó organic farming
- ◆ Vellaricombai housing from HADP
- ◆ Kilcoupe and Semmenarai ó Fencing from Forest dept.
- ◆ Neeradi and Kil Pillur ó DRDA ó land development
- ◆ Paatakarimbu ó land for PCD through VSS from FD
- ◆ Kunjapannai(25 families), Kallampalayam (25 families) ó bee hives from Hort Dept.

Once again, this has been sporadic and not sustained. Some have been significant ó like the housing scheme from HADP for people from Vellaricombai.

#### 4.3 Involvement of women/ degree of participation

Figures for the period 2003-2008 compiled by KF show the following numerical participation of men and women:

Total	Men	Women
Beekeeping	349	29
Agriculture	543	127
WUG	3	121
PCD	16	59
Honeyhunting	1104	0

This is based on information that Keystone programmes have reached out to 3275 households.

In terms of quality of participation, it has been significant in the Sigur water users group. In almost all other areas/ groups, their participation has been nominal at best ó in numbers and quality. Even where formal membership is of women, their attendance could be as low as 30% with the rest being men. **This is an area of concern and needs to be addressed by KF in the next phase of all their programmes.**



Anecdotal evidence of women's leadership shows a scattered but a strong set of examples of where women have taken the lead – a couple in farmers' groups, many in production centers, Janakiamma - journalist for Seemai Suthi and few more in other roles.

#### *4.4 Initiative shown by groups*

It has not been possible to track the growth and maturity of individual groups over a period of time in terms of their ability to take decisions/ show initiatives. But at this point of time it appears there are several incidents of where groups have taken initiatives – of changing decisions, making adjustments to their work – many such examples in farmers' groups, some in PCD and the rest in honey hunters groups and NTFP groups. Geographically, Hasanur seems to have many more such examples than the other areas – this could partially be due to the choice of areas for FGDs and MSC stories – but the examples would seem to indicate a larger pattern than just the influence of choice of places visited by the KF study teams.

#### *4.5 Change in nature of relationship between Keystone & group to one of partnership rather than one of dependence - gradient of relationship*

In this area, while there are improvements in the gradient of relationship between various groups and KF, one cannot say with any confidence that groups have become so self-confident or self-reliant that they can treat KF as an equal partner. A few examples exist in which the group is confident of going a long way in taking decisions and then informing KF – rather than the other way – again, Hasanur PCD, farmers' group and NTFP group stand out as good examples. There is still a lot of reliance on KF for all critical decisions. Further, an equal relationship would also imply that KF learns as much from the groups as they do from KF – there does not seem to be any evidence of this. This probably points to the need to emphasise more on sustainable capacity development of these groups in the next phase.

#### *4.6 Influence on Govt schemes, bank loans, etc.*

There are no examples or instances of where either KF or the indigenous communities have had any influence in changing/ amending any government scheme or impacting bank loan procedures etc.

#### *6.1 Change in perception of the government at Distt and state levels of the indigenous communities (IC) role and of linkages between conservation, livelihood and enterprise.*

Other than a couple of events initiated by KF in which government and several other key stakeholders would have participated, there is not much to show that government recognises the critical equation between community, environment and livelihoods. Donors realise this and hence fund programmes which highlight and build on this linkage (Ford Foundation for example). However, government (at district and state levels) shows little evidence of having internalised this linkage, far less the significant role that indigenous people have to play, in maintaining this balance.

## *6.2 Efforts made by Keystone and communities to influence or at least dialogue with decision makers*

From the communities' side there are only a few instances of any significance in this area. However, a few influential leaders are in constant dialogue with the government and are actively involved in the political process. A few specific instances of Keystone and/ or communities influencing government or having a meaningful dialogue are listed below:

1. Kurumba Census (conducted by KF) was used extensively by government people
2. Some deaths in the Kurumba community were highlighted in government circles
3. Keystone became a NTFP contractor to engage in dialogue with the Forest department and influence NTFP trade on behalf of communities.
4. ITCOT consultancy on NTFP related aspects were covered with industry role players
5. Engagement with FD in the Bees, Biodiversity and Livelihoods project
6. TRIFED engagement for collaboration with KF on many aspects
7. As a result of KF's dialogue, honey gathering was allowed by the forest department.

## *6.3 No. of decision making events to which indigenous people are invited*

Only two instances could be picked up:

- TAMS on the Erode FRA District Level Committee
- Chandran (KF staff) in the Nilgiri FRA District Level Committee

## *6.4 Specific incidents of where indigenous people and Keystone have influenced decisions*

Several examples exist of where KF and/ or communities have influenced decisions of the government or brought about a change in their thinking. The more important ones are listed below:

- Housing in Vellaricombai
- Increase in Housing allocation by HADP due to Vellaricombai project.
- The death of a tribal led to tribal counsellors being appointed in Kattabettu, Ooty, Sholur mattam and Coonoor health centres.
- Honey collection in Sathy being allowed in spite of it being illegal as per the law.
- Banglapadiagai compensation for human and wildlife conflict death
- Steering Committee set up during the NTFP programme has been very influential
- Honey collection has been accepted due to Keystone's promotion of sustainable harvesting
- Contractors are going out of business due to the work of KF
- Land survey and boundary marking in influencing land tenure
- WG Environment Authority
- Tribal Gram Sabha and NGO sub group made in the Nilgiri District due to the work with KF and the district

These are examples of specific instances ó in the future one would like to see such things happening in a more systematic way in which government actively seeks the opinion of the indigenous communities before taking major decisions that affect their lives.

## 6. Pointers for the Future

### 6.1 Strategic focus areas for the future

This chapter highlights areas that have emerged as possible future domains of work for Keystone in the coming years. Suggestions have come from external stakeholders based on their knowledge of KF; from discussions internally with staff at different points of time, from various documents that the consultants have had access to and lastly the consultants' own ideas and perceptions of the way forward for Keystone. In the ideas that are outlined in the next few pages, only two categories have been created – the first is areas for the future which the consultants feel are positive growth areas for KF and the second category is a listing of ideas (from different sources) that consultants feel are not worth pursuing or disagree with as future areas. In the first category of recommended areas for the future, the ideas are not in any particular order and the elaboration of ideas is done only to the extent of making the concept clear. KF would undoubtedly have to examine in detail, each of the areas so recommended for feasibility, timing etc.

A summary of what came out of the consultants' interaction with various stakeholders is placed at Annex 6.1.

#### **Ideas proposed/ suggested but not supported by the consultants:**

- a. Animal husbandry linked to sustainable agriculture
- b. Ayurvedic industry
- c. Specialized anthropological research
- d. More services to adivasis – health, education etc. through partners if necessary
- e. Increase the work interface with forest department at district levels
- f. Go beyond honey and other NTFP into handicrafts of tribal origins
- g. Cultivation of new crops
- h. Horticulture – fruit crops, spices
- i. More seasonal crops and agro-forestry
- j. Move to larger arena of marginalised farmers in the plains also

Keystone of course has the option to consider these avenues also, but the consultants felt that in the next phase of growth, KF should be focusing on up-scaling their work to a much larger canvas, rather than expanding linearly. However, a more systematic analysis would have to be done before final decisions are taken – a framework provided in the last section of this chapter might be useful in this context.

## **Ideas proposed/ suggested and supported by the consultants:**

The reason for supporting the ideas given below is two-fold. Firstly they represent a strong set of expectations from most of the key stakeholders with whom the consultants interacted ó many of them felt that KF was well placed to move into another level of work focusing more and more on advocacy, national and international visibility and developing more capacity amongst partners, government etc. The second reason is that this is the most logical progression for an organisation like Keystone. Having demonstrated the validity of their work through evidence (this report has attempted to shed some light on this aspect to the extent that data and information is available) and more importantly having established for itself an enviable reputation for its innovative approaches, professional integrity and professional honesty, it is time to play on a bigger field so to speak. Progressively moving up from service delivery models (where much of KF's current work fits in) to larger issues of capacity development (institutional strengthening) and advocacy at national and international levels is the right path, if KF wishes to have a larger and more sustainable impact in the areas of conservation, enterprise and livelihood.

These ideas clearly need further examination and development. However, many of them resonate with what the consultants themselves have felt and what has been often heard in conversations within Keystone also. This section is aimed at providing a portfolio of possibilities that would need to be validated through further analysis.

- i. **Taking to international levels,** Keystone's experiences in areas like livelihoods linked to ecological conservation, organic certification (PGS) and enterprise development models. A number of stakeholders have stated that KF's experience in these areas are quite unique and that they should be shared with a larger domain of organisations through a more assertive networking and partnership model. The networks that KF is currently a member of could be important vehicles in this process, but there would have to be other avenues that KF might have to investigate. Replication of their current successful models of development through other NGO partners (national and international) would also help in geographically expanding the CEL model that KF has established. In such cases, the capacity of such NGOs would need to be enhanced to ensure that KF models are replicated and scaled up with integrity. Another way to do this would be to pursue with long time donors on how they could facilitate replication of such development models in their (the donors') domains of influence.
- ii. **Climate change and related areas of work:** National level advocacy and leadership in areas like impact of global warming, ecological conservation strategies and water conservation in mountainous areas. Related to this are areas like environmental services like carbon sequestration, analysis of the effect of climate change on eco-fragile areas etc. The leadership shown by KF in the recently concluded (and by all accounts hugely successful) 'Save the Western Ghats' meet in Kotagiri demonstrates that KF is ready for the big league in terms of advocacy and bringing like minded organisations together on

critical subjects of development. This event has also placed KF unquestionably at the forefront of this critical dialogue on climate change and related subject. What are the possible off-shoots of this position is something KF needs to examine carefully before it ventures into specific areas.

**A live example of where KF could play a significant role through advocacy** is that of influencing the curriculum of schools in the state (to start with and later at a national level) to incorporate elements of ecology and conservation ó excellent nodal materials for which exist in KF through the commendable efforts they have put in through the Bee museum ó and the large number of school students who have so far benefited by this exposure. By incorporating such materials in regular school curricula, KF would be influencing an entire generation of youngsters on their attitudes towards ecology, respecting it and knowing the basics of how to conserve it.

iii. **Keystone finds itself in an enviable position** of having significant credibility **with government at district, state and national levels** (perhaps the last, to a lesser degree) of being heard whenever it chooses to speak. The reality however is that Keystone has consciously or unconsciously chosen to shy away from this engagement except when circumstances have compelled such an interaction. People in key decision making positions listen when Keystone has something to say. This unique position has to be leveraged strategically to consciously and systematically start influencing government on issues relating to the realisation of rights of adivasis not only at the state level but also at the national level. From being a low key (sometimes even silent) promoter of such rights, KF needs to come out more openly and assertively to promote the rights of the indigenous communities that they have so ably worked with over the past 15 years. Very few other organisations have the respect and acceptability of the indigenous community, as does Keystone ó and fewer still, the evidence and credibility to convince governments of what more needs to be done for their (indigenous communities) well being. In so scaling up their engagement with the government, KF needs to expand its horizon of stakeholders to include at a minimum, panchayats and other elected members, the judiciary and law enforcement agencies, trainees of IFS, IAS (who become future decision makers) and development banks like NABARD. Such an engagement would in the long run create a more enabling environment in which indigenous communities could better realise their rights in a sustainable manner.

iv. **KF as a national center of excellence** has been suggested by several stakeholders in terms of specifically focusing on training and capacity development of key partners and decision makers (current and potential) ó NGOs, IAS and IFS trainees, development banks etc. This has probably emerged as an idea given KF's track record in its highly successful training programmes and feedback from the IFS trainees who visited Keystone

in November 2009. Network organisations have also mentioned that they would like to see KF developing capacity of its other members on a long term basis ó so that KF's practices can be better replicated/ adapted and scaled up across India and also internationally. This would be possible only if KF built its own structure and capacity to deliver such capacity development programmes on a regular and sustained basis. Again, who, what, when etc. would need to be addressed after a more rigorous analysis of options and opportunities.

- v. **Some of the “eggs” need to hatch:** The way KF depicts its main programme areas (and consequently roles of its programme coordinators) is diagrammatically shown as a set of overlapping ðeggsö ó one each for OMD, Conservation, Environmental governance etc. Some of these eggs need to hatch ó this is a strong feeling within KF and also from several stakeholders. The main candidates for this in the first phase would seem to be:

- ❖ Production centers ó PCDs
- ❖ OMD ó as a sourcing and marketing organisation
- ❖ Culture and people

Some of the reasons for suggesting these three areas first are:

- PCD and OMD are business propositions and it is best that they operate both practically and legally in that format.
- Each of these ðeggsö has a very strong potential and need to have ownership by adivasis themselves ó indigenous communities have to feel that they own these and they need to steer the future course, rather than being led by KF as has been the case so far.
- Each of these three areas have the potential to grow on their own ó and under a focused and independent management they may grow and flourish much better than as part of a more complex structure of KF. Their product/ service mix need to be enriched ó for e.g. Lantana furniture could be an area to be added to the PCD and OMD portfolio. Such new ideas will need to be constantly examined and are better done by a dedicated team.
- If KF is to grow into the higher end of the development continuum ó advocacy, capacity development and into newer areas like climate change, the top team has to have more time and space to devote to them ó and hence must shed something from the current portfolio of ðeggsö.
- The second line of management in KF also needs space to grow ó the creation of some independent or co-dependent entities would provide just that space for them to grow as leaders and to manage more autonomously.

In later years, other elements of KF could also be similarly spun off, depending on the experience gained from the first generation of öhatchingö.

- vi. **Institutional capacity development for enhanced sustainability:** One of important lessons that has emerged from the evaluation study is the unarguable need for KF to focus much more on institutional capacity development in the next phase ö developing capacities of village groups and institutions and bring in women to an extent that sustainability becomes a reality. Of the six results from the Tree Fall Gap 2004 document that the consultants focused on this was one area where the least progress is noted. Most village institutions and groups still seem to be significantly dependent on KF for all strategic decisions. Many of them are operationally independent but when it comes to real strategic decisions like product mix change money matters, their own internal decision making etc. they are compelled to rely on KF.

Part of the process of spinning them off as independent or co-dependent programmes should include strengthening of systems that would help them to be more environmentally alert and savvy. For instance the current information system that underpins PCD and OMD are almost fire-walled ö PCD has almost no information on market price trends, products of competitors etc. while OMD may not have details of cost of PCD products and so on. This cross-fertilisation of information would be crucial for both to survive in a competitive environment and needs to be institutionalised.

In light of point v. above and also from a long term perspective, this facet (of institutional strengthening) of KF's programming has to have much greater emphasis in the coming years. There are many models available from other organisations of how to build such capacity in a sustainable way ö KF does not have to re-invent the wheel.

## 6.2 Framework for programme portfolio analysis:

Growing and diversifying into newer or even related areas always carries with it opportunities and risks. However while taking such crucial decisions a danger exists that decisions can be taken based on individual gut feel, biases etc. ö and not on facts and evidence. Further it is quite a challenge to be able to compare what appear to be two or more equally attractive propositions. The consultants are therefore recommending a framework for facilitating such strategic decisions. The framework (Figure 2.1) has been called a öportfolio attractiveness analysisö matrix and is based on a similar concept evolved many years ago by McKinsey and Co. The parameters for pegging programme attractiveness and KF's own capabilities can be reviewed/ amended and so on ö but the principle is that each idea is plotted on this matrix against what capabilities KF has or



feels confident it can acquire ó then each of the nine cells provides different action possibilities.

The three green cells indicate that those ideas clearly need priority attention and would seem to be intrinsically more attractive. The three orange cells indicate caution ó unless there are very good ðotherð reasons, they are not worth pursuing. The three yellow cells indicate apparently equal opportunities and risks and hence need very careful analysis before decisions are taken.

This matrix is also useful for plotting the existing portfolio of KFó and hence for evolving appropriate strategies for how best to manage them.

Figure 2.1: Portfolio Attractiveness Analysis

		KF Strengths/ comparative advantages		
		Low	Medium	High
Programme attractiveness	High	Test prospects. Examine whether it is worth developing that capacity.	Can you make up for the areas of weakness quickly and then expand your presence?	Concentrate on maintaining strength – king of the hill and stay on top!
	Medium	Can you work with partners? Going alone might be risky.	Focus on areas of low risk in terms of committing resources/ your reputation.	Focus more on operational efficiency, innovations, but no major expansion of initiatives.
	Low	Avoid. Back burner.	Low priority.	Possible case for spin-off. In a separate “avatar” it may make better sense.

- Programme Attractiveness:**
- Relevance to Mission/ mandate of KF
  - Linkage to what is being done
  - Cost of entry/ base platform?
  - Other actors
  - Potential for impact on development scene in India
  - Expectations of key stakeholders
  - Implications on ways of working...
  -

- KF Strengths/ comparative advantages:**
- Capabilities
  - Motivation/ drive to do
  - Reputation/ image
  - Strategic position/ logical extension
  - Funding/ resourcing confidence
  - Organisational strength – people, information/ partnerships etc.
  -

### 6.3 Ideas for Programme management approaches:

Over the course of the last three months since this study began several ideas have been mentioned by stakeholders, KF staff and also have cropped up in the consultants' own internal discussions. These have related to how to improve programme delivery/ implementation. A brief description of the more important ones is given below for KF to pick and choose which ones (if not all) to adopt/ adapt and how to take them further. These are again not in any particular order of importance or of immediacy.

- a) **The idea of having a clear exit or withdrawal strategy:** It is necessary for KF to have a clear idea of how and in what time frame and manner they will disengage from a project or programme. This will compel the organisation to examine and keep on top of the agenda how KF would build in elements of sustainability and what capacities, institutions and support mechanisms need to be in place and hence how to work back from there and design the implementation steps. This is currently a relatively weak area and needs to be emphasised and strengthened.
- b) **Strengthening the second level of management:** Since the 2003 organisation evaluation, KF has moved a long way in terms of elevating the responsibilities and clarifying the accountabilities of the second level of management. The three founder directors have created space for others to grow and this has paid rich dividends in terms of creating a healthy nursery for management talent to grow in the organisation and also for the three directors to renew themselves through focusing on more meaningful and strategic work. The time has come again for another round of perhaps even more significant renewal in the organisation. With the proposal to spin off (progressively) some parts of KF's current portfolio, there is urgent need to create space for more leaders to emerge. Further, the three directors will have to lead the new areas of growth identified earlier in this chapter and each of those will demand significant time and talent of the three top people. This is possible only if the next level step up to higher levels of leadership and accountability and take charge of many of the existing areas of work. The manner and speed of this transition has to be carefully worked out but the consultants foresee very clearly a need for the next level of management in KF to be put through a long term programme of management and leadership development by a professionally designed course. This will have to go beyond just a single training.
- c) **Using Indigenous knowledge to spread awareness of environmental issues across the NBR:** While the Nilgiris District has a population of around 7.6 lakhs, the adivasi population is only around 29,000. (2001 census) Therefore it is

important to reach out to the majority population on environmental issues since their actions have a direct impact on the livelihoods of the adivasis. It would be useful to draw upon the culture and practices of the adivasis (song, dance, paintings and stories) which relate to conservation and use those to communicate the issues to the larger population. The Bee Museum is a good start. While Seemai Suthi reaches out to the adivasi population, perhaps a parallel newsletter of the NNHS can target the non-adivasi people of the NBR. Similarly, technology such as Community Radio can also be used for creating awareness. This will ensure that the pride of the adivasis is enhanced while the message of conservation is being spread.

**Engagement of indigenous community through community radio:** One very successful model seen in several countries is that of starting a community radio ó run by the community, for the community. Current laws concerning this would have to be examined. The power of such a medium to get active participation of communities in programmes that affect their lives, the reach of such a medium and the power of listening to their voices and debates makes it one of the most useful approaches ó particularly in relatively remote and inaccessible areas. Once established, this medium could be used by all of KF programmes and those that are being spun off. A detailed feasibility would have to be done ó both in terms of legal issues of permission to run a community radio and also of getting donors interested in such an approach.

**In conclusion, there are many new avenues for KF to explore in its next phase of organisational renewal – and the demand for innovative programme management practices will also correspondingly increase. Options and opportunities are plenty – careful analysis and prioritising would have to be done to ensure the kind of impact that KF would like to make over the next decade or so.**



## Summary of Feedback from External Stakeholders

Impact - Strengths & Perceptions	Future Possibilities	Missed Opportunities - Areas of Concern	Any other Comments
<b>Organisational</b>			
Core of trust and camaraderie	Build up / mentor second line	Small area of work	NGOs need to see the hidden agenda in all partnerships
Accountability, transparency, humility ó willing to talk to anyone	Ensure that core team does not lose its fire	Small organisation	If Keystone were to fold up, the marketing would collapse
Helpful, capable	Focus on strengths of core group	Team needs to find time to relax ó need to manage fund flow accordingly	This kind of work lasts a generation, 25 to 30 years
Share knowledge	Hive off one or more units	The top three need to find something new and challenging to really engage their intellect and time with ó Mathew has found organic certification. Pratim and Sneh also need some such thing to keep their creativity at its peak.	Best NGO
Quality of work	Like a river ó starts small, has tributaries joining in and then the estuary where the river breaks up before joining the ocean	The top three need to find something new and challenging to really engage their intellect and time with ó Mathew has found organic certification. Pratim and Sneh also need some such thing to keep their creativity at its peak.	A dent has been made, need to sustain that
Work like a family, with a lot of love	Need for a time frame to let go	The top three need to find something new and challenging to really engage their intellect and time with ó Mathew has found organic certification. Pratim and Sneh also need some such thing to keep their creativity at its peak.	Bee Museum ó ñan asset for the districtö
Space to younger people	Build up capacities in Finance,	The top three need to find something new and challenging to really engage their intellect and time with ó Mathew has found organic certification. Pratim and Sneh also need some such thing to keep their creativity at its peak.	

## Management, Research

Are above the work, not consumed by it

Collaborate with various stakeholders - adivasis, NGOs, Govt, FD, academia, etc.

Clear, focused

Commitment

Strong value system

Culture takes precedence, not structure - democratic, flat structure

Have set standards for NGOs in Nilgiris

Honesty, integrity, Principles

Keystone has changed and evolved with time leading to success

Open to new ideas

Mutual respect

Fidelity to aim

Not funds driven

## Impact on Adivasis

Given women the confidence to speak	Build and strengthen local institutions	Culturally not in tune with community
The capacity to be resource persons and leaders	Mentor youngsters in villages	Institutional framework in villages is weak
Allows people to be themselves	More ownership of adivasis	

Approach of coming with solutions - adivasis have learnt this	Need for medical anthropological work with Kurumbas
Adivasis ownership	Greater independence
Relationship with Govt has improved	Support in cultural documentation
Created awareness on rights	Foster original thinking
Housing - change in design	
Income levels have increased	

### **Environmental issues**

Awareness amongst school students through Bee Museum	Curriculum at various levels	Conservation efforts - difficult to attribute change to Keystone
Bio-diversity festival - to be learnt from	Awareness amongst various stakeholders - non-adviasis, Forest Dept	
Collecting NTFP without harming environment	Centre for excellence on Mountain eco-systems	
Documentation of fauna and flora of Nilgiris	Multi-level advocacy on climate change and other environmental issues	
Have helped key stakeholders understand the issues	Eco-friendly Nilgiris	
	Take forward work on FRA	

### **Livelihoods**

Ownership of producers - excellent model	Animal Husbandry	Livelihoods vs. income generation
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Good branding	Ayurvedic medicines	Production centers ó need good costing to know if they are independently sustainable
Eco-certification of NTFP - PGS	Sustainable agriculture	Livelihood business model yet to be proven ó sustainability, replicability and scaling up on volumes
Understand the entire honey system	Better Branding of products	Need for better quality control
Organic farming with PGS	Identify more livelihoods	
Replicable livelihoods model	Expand on Honey and NTFP collection and marketing	
	Lantana Furniture	
	Adivasi craft	
	Expand PGS work to other countries	
	Newer marketing avenues	
	Multi-level advocacy on sustainable livelihoods	
	Organic Nilgiris brand	
	Move away from the current capital centric way of markets and try to develop an alternate economic model which can weather larger global economic vagaries	

**Other issues**

Good at training people and building capacities	Be clear about Keystone's accountability	Work with Govt not consistent or complete
Collective action on FRA	Expand to more geographical areas	Forest is central ó people are just one component
Work well with multiple stakeholders - adivasis, State, academic inst.	Collaborate with more stakeholders	Collaborations with other stakeholders not consistent
Mix of field work and research	Convergence with other stakeholders - NGOs, Govt, FD	Internal M&E needs to be stronger
Good documentation	Bring in student interns to improve documentation	Not adequate politically, no political stance, does not come face to face with power ó this is both a threat and an opportunity
Seemai Suthi is commendable	Need for Trustees to spread the word about good practice from Keystone	Limited research capacities
Vision drives them, not plans	Provide capacity building and training on livelihoods and environmental issues to a variety of stakeholders	Limited advocacy capacities
		Documentation to be increased and improved