

GOVERNMENT OF NAGALAND

COMPENDIUM
OF
EVALUATION STUDIES



**CONDUCTED BY DIRECTORATE OF EVALUATION
(1970 - 2000)**

**DIRECTORATE OF EVALUATION GOVERNMENT OF
NAGALAND KOHIMA**

PREFACE

Evaluation of programmes and schemes is a useful instrument to determine whether the programmes are having the desired impact and whether the benefits of the programmes are reaching the targeted group of persons. By reflecting the actual field experience, it plays a vital role in improvement of future policy and project formulation.

The Nagaland State Evaluation Organisation was established in October 1968 as an Evaluation Unit under the Department of Planning and Co-ordination. It was subsequently upgraded to a Directorate with seven District Evaluation Offices. Since its inception, the Evaluation Directorate has brought out forty-two evaluation reports. The reports provide an insight into the implementation of various programmes and schemes in the State. The evaluation studies have dealt with an array of subjects ranging from schemes on rural development, social welfare, agriculture, health and family welfare, etc. This compendium is an effort to provide a brief synopsis of these, many of which are not readily available. It is hoped that this compendium will be of use to the State departments in bringing into focus strengths and shortcomings of the programme implementation.

Sd/-

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LIST OF
ABBREVIATIONS USED IN THE REPORT

BDO	Block Development Officer
BRO	Border Roads Organisation
CDPO	Child Development Project Officer
CHC	Community Health Centre
GB	<i>Gaon Burra</i>
ICDS	Integrated Child Development Scheme
IRDP	Integrated Rural Development Programme
KVS	Key Village Scheme
NGOs	Non Government Organisations
NIDC	Nagaland Industrial Development Corporation
NST	Nagaland State Transport
PHC	Primary Health Centre
PHE	Public Health and Engineering
PWD	Public Works Department
SC	Sub Centre (under PHC)
SRDA	State Rural Development Agency
TRYSEM	Training to Rural Youth for Self-Employment
UNICEF	United Nations International Children's Education Fund
VCC	Village Council Chairman
VDB	Village Development Board

Year of Publication: 1973

Publication No. 1

Current Evaluation Report of Khandsari Sugar Project, Dimapur and Sugarcane Development Programme in the State

With a view to ensure integrated economic growth in the State through industrialisation, establishment of sugar mill of 1000 tones daily crushing capacity was proposed and approved. As a forerunner to the sugar mill, a Khandsari mill of 60 tonnes daily crushing capacity was commissioned in 1967-68. It was established to work on trial basis with the objective of profitably utilising the sugarcane already grown in the State. It aimed to create a healthy climate for growing good quality cane in the State, so as to feed the sugar mill with adequate quantity of raw material by the time it was ready for crushing.

The Study

Khandsari Sugar Mill had completed 3 seasons of its working and about Rs 20 lakhs had been spent by the Government. Since a sugar mill at a cost of Rs 3.5 crores (approx.) had to come up by December 1971, it was felt necessary to study the various aspects of the functioning of the project to find out its impact on the psychology of sugarcane growers. The purpose of the study was to examine the working of the Khandsari sugar mill. It aimed to examine problems related to availability of skilled and unskilled workers needed for running the project, their working conditions and the extent to which improved and scientific methods of sugarcane cultivation have been adopted in the State. Development programme for growing sugarcane in the State was studied with a view to determine the extent of achievement made during the three years towards the set objective of creating healthy climate for cultivation of sugarcane.

Methodology

Information and data regarding investment on the plant, skilled and unskilled labour, cost of necessary inputs and outputs and sugarcane plantation were collected through schedules. Qualitative information was gathered through discussions with Project Officer, Director of Industries, Sugarcane Development Officer and Manager Cooperative Cane Farm, Dimapur. Sugar manufacturers, unskilled workers and sugarcane growers were also interviewed.

Reference Period

The reference period was 1967-68, 1968-69, and 1969-70. The study commenced in April 1970 and was completed by September 1970.

Main Findings

1. Total expenditure incurred on the project up to the end of 3rd season amounted to Rs 19,58,295.23. Adequate thinking had not been given to ensure that better returns materialised from the investment on the plant. Wrong functioning of the project, apart from giving operational losses to the state (about 16.5 lakhs in 3 years) created unhealthy atmosphere amongst sugarcane growers.
2. For the three seasons, factory worked below the capacity. The percentage recovery of sugar was very low (2.81%). Deficient implementation and unsound planning accounted for such inefficient functioning of the factory.

3. Management failed to take proper and timely steps in the disposal of Molasses and the produce.
4. Staff available for the project was inadequate and not well qualified. The staff needed training to handle the machine efficiently. Technically qualified and trained supervisors were not provided to supervise the three shifts efficiently-.
5. The progress made by co-operative societies in planting sugarcane was almost negligible. Only 4 to 5 societies out of 20 came forward and covered only 100 acres of area under sugarcane as against the total targeted area of 1600 acres.
6. The psychology of individual growers was adversely affected due to the poor working of Khandsari Sugar Project. The project authorities failed in maintaining contacts with individual growers to provide them technical advice.
7. Knowledge of sugarcane growers regarding scientific cultivation was scanty and the quality of the cane, except in the sugar mill farm, was very poor.
8. The progress of the Sugarcane Development Programme created doubts about the success of the Mill. It was not clear as to how and on what basis Project authorities were going ahead with the erection of Mill Machinery and other programmes without the availability of sufficient raw material to feed the sugar mill.

Recommendations

1. The Khandsari sugar project needs substantial repairs and replacements. Proper arrangements should be made for the same at the earliest.
2. For proper handling of such a big investment, 3 technically qualified and trained supervisors should be employed to handle the affairs of 3 shifts efficiently.
3. Since the progress of Sugarcane Development Programme in deforested land was low in the wake of stiff opposition from people and stay orders from the High Court, project authorities should concentrate more on development of Mikir Hill, Dhansiri-Doyapur areas and other existing cane areas in Dimapur.
4. Government should ensure that the extension wing, at the disposal of Project Officer and Agricultural Department, is well equipped with technically qualified personnel to provide the necessary inputs and technical advice to all interested sugarcane growers having scanty knowledge of scientific cultivation of sugarcane.
5. The Industrial Development Corporation should include Project Officer having wide experience of major industrialization to his credit.

Evaluation Report on the Impact of Block Programme in Nagaland

The Community Development Programme

The Community Development Programme was taken up as a national scheme in 1952 with 55 Community Development Projects. In pursuance of the recommendations of the Grow More Food Enquiry Committee, the Community Development Programme was taken up as National Extension Service in October 1953. Subsequently, the Blocks functioning in Tribal areas came to be treated separately, and provided with additional funds. The Community Development Programme was implemented in the State by the Department of Community Development. Under the Programme, various production and welfare programmes were undertaken in the Blocks. Primary importance was laid on agricultural and allied programmes and schemes for development of communications. Other welfare schemes relating to education, social education, health, sanitation, etc. were given tertiary importance. Schemes relating to industries, co-operation, rural housing, etc. were taken up on a small scale.

The Study

When the evaluation study was undertaken in 1968, the Community Development Programme was in its sixteenth year. About Rs 2.43 crores was spent through the Blocks by the Government till March 1968. The Evaluation Department was entrusted the task to assess the impact of the Block Programmes on the villages, help in identifying the weak spots and suggesting appropriate remedial measures. The objectives of the study were:

1. To study the people's awareness of the Block Programme.
2. To assess the knowledge and adoption of improved methods of agriculture.
3. To examine the extent of availability of socio-economic facilities in the villages.
4. To have an idea of the overall impact of development programmes on the socio-economic life of the people.

The scope of the study did not include evaluation of the Blocks, their administrative difficulties, and the procedural hurdles faced in the implementations of the programme.

Sample Size

Five of the 17 Blocks were selected purposively. The selected Blocks were Kohima from Kohima district, Zunheboto and Tokiye in Mokokchung district*, Mon and Kiphire in Tuensang district*. Two villages from each Block were randomly selected for the purpose of field survey. 5 to 10% of the households from each village were selected by systematic sampling and heads of household were interviewed. From the 10 selected villages, a total of 70 households were interviewed.

Methodology

Data on financial outlay, physical outlay, physical achievements, etc was collected from the Blocks through pre-tested structured schedules. Heads of the sampled households were interviewed with a structured schedule. Qualitative information was collected from BDOs, extension staff and the villagers through personal interviews.

Reference Period

The study refers to the period from 1953-54 to 1967-68.

Main findings

1. The coverage of the Blocks in terms of population, number of villages and area is uneven.
2. Due to financial stringency, there is under-budgeting of the Blocks. The overall pattern of expenditure revealed that the Blocks spent about 40% of their outlay on establishment and staff quarters. The percentage of outlay on economic development, communications and general services did not exceed 29%, 17% and 14%, as against the targeted outlay of 48%, 20% and 15% respectively.
3. Supervision and guidance to BDOs from their Deputy Commissioners, Block level Development Committees as well as State headquarters was lacking.
4. People who were ignorant of improved farm practices, had started to appreciate the advantages of the new innovations. But progress in adoption of the new innovations is not adequate.
5. Demonstrations, group meetings, individual contacts, etc., which form parts of the extension education had not been resorted to. The Block personnel's contact with villagers is scanty, since they mostly confine their activities to Block headquarters.
6. Notable progress had been achieved in opening of primary schools.
7. Achievements in industrial extension are poor and limited to training of artisans at the Training-cum-Production Centres. Artisans trained are not fully rehabilitated. Follow-up action for their employment is unsatisfactory. Construction programmes for creation of basic amenities such as communications, water supply, schools, etc. had made appreciable advance. People showed enthusiasm in construction programmes and contributed cash and kind liberally. However, sufficient attention had not been given to maintenance of the completed projects.
8. There is limited impact in the field of co-operation and provision of medical, veterinary and marketing services.

Recommendations

1. The entire State has been delimited to 21 Blocks. They should be made viable units with even coverage, so as to achieve uniform progress and impact.
2. Due to hilly terrain and high cost of administration, some increase in nonproductive expenditure was acceptable. But restraint in spending on Block headquarters is needed.
3. The Government should provide necessary facilities like irrigation, cheap credit and technical guidance for substantial improvement in agriculture.
4. The policy of grant of subsidy needs change. Financial assistance in the form of cheap credit should be made available on a large scale.
5. Adoption of new innovations involved a slow and complicated progress. Sustained efforts on the part of extension officials are needed to motivate people to accept new innovations, especially where traditions are hard to change.
6. Social education programmes like opening of adult literacy centres, libraries, reading rooms, youth organisations, etc., need attention.
7. There is need to evolve a State policy for employment of trained artisans.
8. Responsibility for maintenance of the projects after completion has to be fixed between the public and the Government to avoid the deterioration of the amenities already created and adversely affecting the morale of the people.

1976

Publication No. 3

Report on Evaluation Study of Medium Sized Farm at Merapani Merapani Medium Size Seed Farm

A massive drive towards increasing production forms the crux of the State Government's agriculture policy. This policy calls for intensive agricultural operations depending mainly on the improvement of farm inputs such as seeds, fertilisers and irrigation. With a view to achieve self-sufficiency in the field of multiplication and distribution of improved seeds, the 542-acre, medium-size seed farm at Merapani in Mokokchung district* was established in 1968-69.

The Study

The evaluation study of the Merapani seed farm was taken up during 1975 at the instance of Planning & Co-ordination Department with the following objectives:

1. To make an appraisal of the physical and financial performance of the Seed Farm since its inception.
2. To analyse the problems and bottlenecks that adversely affect the progress of the Farm.
3. To suggest effective measures for enabling the Farm to achieve the desired level of production and economic viability.

The State's programme for the multiplication and distribution of improved seeds over a number of years was also analysed.

Methodology

Primary data was collected through two structured schedules

- a. A detailed Farm Schedule for systematic collection of specific information on various aspects of Merapani Seed Farm;
- b. A Respondents' Schedule for a study on the reactions of farmers towards superiority of improved seeds and benefits of the Seed Farm.

Reference Period

The evaluation study refers to the period from the year of inception (1968-69) to 1973-74.

Main findings

1. The total cultivated area of the Farm formed about 24% of the total reclaimed area. Setting aside 15% of reclaimed area for roads, building, forest etc. it was necessary to bring the remaining 61% of the reclaimed area under plough to enable the Farm to function economically.
2. Paddy accounted for 92% of the Farm's annual production. Production of other crops such as maize, mustard and pulses needs to be increased substantially.
3. Progress in qualitative improvement in cultivation was slow and lopsided. Except paddy, no other crop had switched-over to HYV improved varieties.

4. The Farm did not envisage any concern with the expected beneficiaries or any responsibility towards the State's seed distribution programme. This did not augur well for the future of the Farm as it faced the problem of growing accumulation of unsold outputs.

5. 99% of total investment in 1973-74 was fixed investment on land, buildings, etc. Investment is required to increase and diversify production. Therefore, massive expenditure on land reclamation needs to be withheld.

6. Better organizational and management structures are required to expedite economic viability.

7. 97% of total input cost was labour cost and only 3% was material cost

Recommendations

1. Improved farming techniques should be adopted to achieve full utilisation of existing production capacity (about 51% of production capacity was lying unutilised). The Farm's production should be raised by extending cultivation to the 95 hectares, which had been reclaimed, but not cultivated.

2. For diversification of production, it is necessary to increase production of crops other than paddy.

3. A Seeds Advisory Committee should be set up to properly handle the Farm's production plans and review the progress of their implementation.

4. The Farm should try to raise its revenue from the sale of produce and supplement its income by developing orchards on some of its cultivable land lying fallow.

5. A specific study may be conducted on the possibilities of developing river lift irrigation and evolving suitable system of crop rotation, with adequate stress on multiple cropping.

6. For seed treatment, the Directorate of Agriculture should provide seed dressing drums and chemicals along with facilities for practical demonstrations. Two storage sheds should be constructed in order to have adequate storage facilities at the Seed Farm. The Farm should be provided with electrification, which would facilitate the use of power tillers, winnows, threshers, pumping-sets, etc. at much lower costs.

7. The Farm should switch over to metric system of weights and measures, since the present system of weighing crops in measures of 'tins' is very crude.

Report on Evaluation Study of Changki Valley Fruit Preservation & Canning Factory

The Changki Valley Fruit Preservation & Canning Factory

Ample scope exists in Nagaland for horticultural development due to congenial agro-climatic conditions. The State's agricultural programme recognises that horticulture, as an additional source of income, can improve the economic conditions of farmers. Increased fruit production and low per capita fruit consumption is expected to result in a substantial marketable surplus of fruits. Industrial utilisation of the surplus fruits has been the prime consideration that led to the establishment of Changki Valley Fruit Preservation & Canning factory at Longnak in Mokokchung district. The factory enjoys locational advantage of proximity to fruit-growing areas in and around Changki Valley.

The Study

The Evaluation study was taken up during 1975 at the instance of Planning & Co-ordination Department with the aim of assessing the progress of the State's maiden venture in fruit preservation and canning, gauging its impact on fruit growers and suggesting effective measures for its efficient functioning.

Methodology

The Evaluation team visited the Factory and some fruit growing places in Changki Valley. Discussions were held with fruit growers, *Gaon Bums*, leading villagers in Changki, the Fruit Technological Officer in-charge of the Factory and Horticulture Officer and other officers of the Directorate. Data was collected from the Factory and Directorate of Agriculture.

Reference Period

The study refers to the period from 1965-66 to 1971 -72

Main findings

1. The small-scale enterprise was unable to arrest the mounting losses over the years. This was mainly because of a committed expenditure over regular staff and transport vehicle whose services remained under-utilised.
2. The production, after some rise over the years since its commencement, had come to a stagnation level in absence of further demand. This was due to the following factors:
 - i) Exclusive reliance for sale of products at the production gate.
 - ii) Lack of organised endeavour in marketing.
 - iii) Lack of perspective planning for utmost utilisation of underutilised services.
 - iv) Complacency and persistent hope of early commissioning of factory for bulk production

Recommendations

1. It is desirable to undertake an intensive village wise survey in different important areas of the State regarding horticulture development and potential. The Director of Agriculture, with the assistance of Horticultural Officer, should sponsor, formulate, control and guide such survey with the full co-operation and active participation of the Block agency.
2. Some key technical personnel should be appointed to enable the Horticulture schemes to have the desired impact.
3. Adequate follow-up measures, especially on Horticultural Development scheme relating to subsidy and citrus rejuvenation should be there. The Block agency should be geared for this role and asked to submit reports regularly after field checking of individual cases.
4. For adequate fruit-supply to the Factory for bulk production, motorable linkage with important fruit growing areas should be, established.
5. In case supply of fruits from areas in Changki Valley is inadequate or offered at high price, there should be no hesitation in having supply from within the State or from Assam if necessary.

Snap Evaluation Report on Key Village Scheme in Nagaland Key Village Scheme

Under the First Five Year Plan, the Key Village Scheme (KVS) was introduced all over the country in August 1952 with a view of promoting intensive cattle development in compact areas by utilising the limited capacity of high quality breeding stock. It was conceived as an effective means for up-gradation of the cattle population and increasing their productivity of milk.

Livestock development is of crucial importance to Nagaland where agriculture and animals husbandry provides the mainstay to about 95% of aggregate population. Though the Key Village Scheme in Nagaland has broadly followed the all-India pattern, its scope and objectives have been circumscribed by practical limitations. In Nagaland, the KVS aims at:

- a) Upgrading the local cattle through artificial insemination (A.I.) and improved natural service.
- b) Castrating the sub-standards local bulls.
- c) Developing good fodder and feeds.
- d) Controlling and treating cattle disease.
- e) Organising publicity and demonstration.

The Study

The snap study in KVS was taken up in 1976 at a significant turning point of State's cattle breeding programme, which crossed the key village phase and entered the more comprehensive phase of Intensive Cattle Development, under the Fifth Five Year Plan. The objectives of the study were as under:

1. Making an appraisal of the key village scheme since its inception.
2. Studying the problems faced by the KVS as well as identifying the weak spots.
3. Making suggestions which might prove useful in rendering the State's cattle up-gradation programme effective within a reasonable time period

Sample size

The study was undertaken on a complete enumeration basis extending the inquiry to the Key Village Block at Dimapur and all the three Key Village Centres (at Kohima, Mokokchung and Tuensang) along with all the 23 Stockman Centres under them.

Methodology

The primary information was collected through a structured schedule. The secondary information was obtained from the available literature and Government reports as well as the concerned officials of Directorate of Animal Husbandry and Veterinary.

Reference Period

A period of 6 years from 1969-70 to 1974-75 was taken as the reference period. The main focus of enquiry was the Fourth Plan period.

Main findings

1. An examination of the working of KVS in Nagaland after about 7 years of its career gave an impression that it had virtually come to a premature end after being stripped of its vital part, which was merged with the Intensive Cattle Development Project.
2. The impact of the scheme was not appreciable, except in some parts of Kohima district. Lack of adequate response, unmanageable distance, difficult terrain and absence of suitable transport facilities were the main obstacles to the progress of A.I. operations in the Stockman centres.
3. With a record of about 60% coverage of breedable cattle in the State, 92% increase in A.I. cases done in Kohima, 539% increase in A.I. cases done in Mokokchung between 1969-70 and 1973-74, and an average conception rate of 47%: the performance of KVS in Nagaland appeared to be fairly good. However, the record of 11% maximum utilisation of A.I capacity (minimum being less than 1 %), 95% loss of collected semen, uneven castration of inferior bulls, haphazard fodder development and erratic progress of veterinary services under KVS led to the conclusion that the performance of the scheme was lagging behind.
4. Publicity measures of popularising the activities under KVS were found to be inadequate.
5. Lack of organised marketing outlets for livestock and livestock products impeded the tangible benefits of cattle up-gradation measures.

Recommendations

1. For successful implementation of the programmes, the area of operation should be divided into the following categories and the programme operation adjusted to the needs and conditions.
 - a. Areas with immediate prospect for success in artificial insemination (Dimapur, Kohima and Ghaspani). Emphasis should be laid on organising and popularising Artificial Insemination in a big way.
 - b. Areas which, though not very promising in regard to immediate success of A.I., had some potentialities for stimulating good response in the short period (Mokokchung & Zunheboto). The policy should focus attention on both artificial insemination and natural service.
 - c. Areas with no short period prospect for success of A.I. programme (Tuensang, Mon and Phek). An overall reliance on natural service should form the basic strategy for upgrading the local breeds.
- KVS, one of the major schemes of cattle development, should function with proper co-ordination with other concurrently running schemes of cattle development, viz., the schemes on Cattle Breed Farm, assistance to cattle breeders, Bull Calf Rearing Centres, Cattle Breeding-cum-Demonstration Centre and Feed and Fodder Demonstration-cum-Seed Production Farm. This can be achieved effectively if the formulation and implementation of the State level co-ordination programme was entrusted to a departmental Cattle Development Committee.
- Functional efficiency may be increased through the measures suggested below:
- a. Indiscriminate opening of Stockman Centres should be avoided.
 - b. Paucity of trained personnel should not retard the progress of artificial insemination. Steps should be taken to organise work-oriented training courses on a regular basis.

c. Strictness and regularity should be observed in regard to the supervision of the centres insuring prompt follow-up of the suggested measures.

d. The Directorate of Animal Husbandry & Veterinary should conduct a thorough investigation into the working of Stockman Centres. Ineffective centres should be wound-up and some others should be transferred to better locations.

The follow-up on A.I. service should to be improved, particularly in respect of progeny testing, calf rearing and control of cattle diseases.

The mass campaign for conducting and popularising the castration of scrub bulls in a systematic manner should be organised extensively.

Private enterprise, either individual or co-operative, should be encouraged to take up fodder cultivation on massive scale. A Fodder and Feeds Research Station should be established with technical guidance of the Indian Council of Agricultural Research.

The existing arrangement for publicity and propaganda needs improvement. A number of film shows, cattle shows and calf rallies should to be organised regularly all over the State.

Financial planning should be properly adjusted to the requirements of the physical programme. Capital expenditure on building works should not continue to take a disproportionately large share of total outlay.

Evaluation Report on Government Sales Emporia in Nagaland

Arts and crafts of Nagaland play an important role in the cultural and economic life of the people. In addition to providing considerable avenues of employment to the rural population, they satisfy a wide range of consumer demand in the tradition-bound tribal society. The Government Sales Emporia are an effective means of reflecting the glory of tribal culture on the one hand and patronising the poor craftsmen on the other.

The Study

The Evaluation Study of Government Sales Emporia Nagaland was carried out during 1979 at the instance of Planning & Co-ordination Dept of the State Government, covering all the three emporia functioning within the State. The objectives of the study were as under:

1. To study the working and progress of Government Sales Emporia
2. To analyse the problems and difficulties that hinder their effective functioning.
3. To suggest measures for improving the organisational and functional efficiency of Government Sales Emporia.

Sample Size

The focus of enquiry is the three Government Sales Emporia at Kohima, Mokokchung and Tuensang. About 15% of artisans, 55% of entrepreneurs, 60% of training-cum-production centres and 50% of the co-operative societies supplying products to the Emporia were selected as sample on a random basis.

Methodology

Primary information was collected by visiting the Emporia and canvassing Emporium level schedule. Artisans Entrepreneurs schedule was canvassed for collecting data from sampled artisans and entrepreneurs. The data collected from the field was crosschecked - with the records maintained at Directorate of Industries (Marketing Cell), Kohima.

Reference Period

The reference period of the study was from 1969-70 to 1973-74.

Main findings

1. Unattractive display, inadequate publicity, inferior technical know-how, indifference to consumer preference and poor finish of goods offered for sale have largely accounted for the failure of the Government Sales Emporia to make expected progress. As against the average annual expenditure of Rs 67,980/-the average annual sales of the 3 Emporia was Rs 38,530/-
2. Lack of adequate business led to under-utilisation of the manpower resources available in the Emporia at Tuensang and Mokokchung.
3. In all the three Emporia, most of the staff had not passed even the Matriculation or its equivalent Examination. None of them had adequate knowledge of management, accounting and sales promotion. This mitigated the operational efficiency of the sales emporia.

4. Purchase of goods for sale through the emporia was centralised with the Marketing Officer at the Directorate of Industries who arranged the purchase of articles and distributed them among various emporia.
5. Artisans and entrepreneurs were the major suppliers to the sales emporia while the co-operatives played an insignificant role.
6. Local customers had an impression that the Government emporia necessarily charged higher price to cover their high establishment expenses.
7. The performance of the emporia at Mokokchung and Tuensang was poor during the Fourth Plan Period. The insignificant business carried out raised doubts about the future of such uneconomic units.
8. Most of the artisans and entrepreneurs expressed the view that for purchase of articles for the sales emporia, the State Government paid prices, which were often lower than the market prices, and that the Government did not provide technical guidance. The Government payment against their bills involved delay.

Recommendations

1. The sales emporia at Mokokchung and Tuensang should be shifted to better locations and accommodations to attract more customers.
2. One Government sales emporium should be set up at Dimapur, the gateway to Manipur and Nagaland, and a developing commercial centre. A few private sales Emporia are already thriving there with regular business.
3. A State Handloom and Handicrafts Board should be set up as a specialised Agency. The Board would be able to channelise funds and technical know-how to the artisans and craftsmen and give guidance and assistance to the Government Emporia in respect of financing, management, marketing, technical know-how and publicity. The Board would be suitable to explore the export potential in a big way.
4. The existing policy to purchase products to be sold by the Emporia is too centralised to give scope for local variations and adjustments according to tastes and fashions of consumers. The Directorate of Industries should conduct a special study on consumer preference for the products sold by the Emporia. Efforts should be made to adjust designs and finish to consumer preference without distorting the cultural tradition.
5. The Co-operation Department should co-ordinate its efforts to start artisans co-operatives with the promotional efforts of the Directorate of Industries in the field of handicrafts and handloom products so that concrete production programmes may be formulated by the co-operatives.
6. It is necessary to pay consideration to the quality and finish of products offered for sale at the Government emporia.
7. The system of keeping records and the existing arrangements for publicity and display needs definite improvement.
8. Some discounts and price concessions should be offered from time to time in order to attract customers to the Government emporia.
9. Poor artisans/craftsmen should be helped with subsidised supply of adequate raw materials on the one hand and spot payment for articles supplied on the other. There should be some arrangements for cash grants to meet the urgent requirement of working capital and equipment in cases where the performance of such producers/ suppliers is found satisfactory.

Evaluation Report on Primary Health Centres in Nagaland. The PHC Scheme

Primary Health Centres is an important scheme to provide basic minimum medical and health care facilities to rural communities and at the same time educate them in matters of preventive and promotive health needs. Some of the multi-purpose services entrusted to the Primary Health Centres (PHCs) are Medical Relief, Maternity & Child Welfare, Family Planning, Environmental Sanitation, Control of Communicable Diseases, Spread of Health Education, School Health and Collection of Vital Statistics in the rural areas. In Nagaland, PHCs were started in the Annual Plan Years after the 3rd Five Year Plan by opening 6 PHCs and 15 sub-centres. The total strength of PHCs in the State at the time of this study was 11. There were 50 Sub-Centres attached to different PHCs in 21 Blocks in the State.

The Study

The Government had been giving much emphasis in the expansion, extension and development of the PHCs in the State. But the only means of assessment of progress and its impact on the people had been the periodical reviews and returns. At the instance of the Planning & Co-ordination Department the study was undertaken in 1980 with the following objectives:

1. To assess its working and progress.
2. To assess the impact of the scheme on the rural population.
3. To ascertain its shortcomings and difficulties and suggest possible measures to remove them.

Sample Size.

A random sample of four PHCs, namely Peren, Ghaspani, Changtongya and Satakha, was taken for the study. A sub-centre, under PHC Peren and PHC Changtongya, were also covered. Ten respondents were interviewed from each PHC area (40 respondents) and 10 from each sub-centre areas (20 respondents)

Methodology

A structured Schedule I was used for collection of information from the PHCs and sub-centres. Structured Schedule II was used for collection of information from the general public to get their views and comments on the working of the PHCs. The secondary information was collected from Government reports and officials of the concerned Department.

Reference Period

Eight years data from 1969-70 to 1976-77 was collected for the purpose of this study.

Main findings

1. The records maintained at the Directorate of Health Services depicted a different picture than those maintained at sampled PHCs. The information collected from the two sources at times presented a contradictory picture, leaving a doubt about the veracity of one information over the other.

2. There was no uniformity in the staff strength in all the PHCs. Each PHC should have a nursing sister, lady doctor, etc. No such posts were sanctioned for some PHCs under study, and in some PHCs, although sanction existed, the staff was not in position.
3. The PHCs were mostly engaged in curative aspect of its functions and thus performing the duties of a hospital rather than a PHC. No centre performed the task of Maternity & Childcare adequately. A nil performance was recorded in Satakha centre, the performance in Peren PHC was almost nil. Ghaspani and Changtongya had shown some progress. Neither the people came forward for Family Planning, nor the Department took the initiative to propagate and convince the rural populace of its desirability. The performance with regard to environmental sanitation in all the PHCs was virtually nil.
4. Except for disease control programme of the Government (viz. National Malaria Eradication Programme, Small Pox Eradication Programme, Tuberculosis Control Programme, etc.) no attention was paid by the PHCs to control communicable diseases.
5. The performance of the PHCs in the field of school health was very discouraging. Medical officers of the selected PHCs were not even aware of this requirement as an important function of a PHC. Visits to school were only at the time when there was outbreak of diseases such as cholera.
6. Collection of statistics on immunisation, maternity and child health remained unattended by the PHCs.
7. Civil Surgeons made purchase of medicines and equipment for the PHCs/ SCs under their respective jurisdiction. Medical officers of PHCs were not consulted with regard to their likely requirements for their PHCs/SCs. Complaint by all the PHCs under study on shortage of even common medicine showed that medicines supplied to the centres were not adequate.
8. The Department never undertook stock verification of medicines and equipment.
9. All the sampled PHCs and their sub-centres were provided with Government accommodation. The location of the centres was reported to be on ideal sites.

Recommendations

1. The Directorate should take effective measures to ensure proper maintenance of records at the headquarters and at the PHCs & sub-centres.
2. All medical officers in-charge of the centres were under the impression that the function of a PHC was the same as that of a Hospital. An orientation course should be conducted prior to the posting of medical officers to PHCs to acquaint them with the type of work that they would be expected to do. There is need for periodical refresher courses for in-service incumbents so that they are kept abreast of the latest requirements and concepts of the scheme, which would go a long way to properly implement the scheme.
3. Medicines were not only in short supply, but sometimes the supplied medicines had crossed the expiry date by the time they reached the centres. The Government should probe into the reasons for not supplying the minimum needs of medicines to the centres during the past years. A Purchase Board of medicines should be constituted, in which all PHC Medical Officers should be included as members.
4. The SDMO of the respective area of PHC/SC should be given the charge of checking the stock of medicines and equipment every quarter of the year. This should be scrupulously followed.
5. Some PHCs had as many as seven Sub-centres attached to them, whereas some PHCs had no sub-centres attached. There should be some uniform policy keeping in view the

local needs so that some PHCs are not over-burdened and some left without much work of Sub-centres.

6. Medical officers should ensure that the touring staff actually goes to the field so that their abstaining from field duties does not hamper efficiency of the scheme. The dates of visits should be decided and notified in advance for the benefit of the public and adhered to scrupulously. Arrangements should be made that a specialist doctor from Civil Hospital is deputed t

7. Each PHC should be provided with a laboratory to carry out examination and testing of blood/stool, etc. for simple cases whenever such facilities are not provided.

8. Children's immunisation should receive special attention of the PHC. Educational aspect of health should not be left unattended to by the PHC. The PHC authorities can convince the members of the Village Councils under their jurisdiction and enforce cleanliness in villages. Cleanliness and environmental sanitation can be enforced effectively in collaboration with the Education Department and student leaders.

Evaluation Report on Industrial Estate at Dimapur The Programme of Industrial Estate

The Government of India introduced the programme of Industrial Estate in 1955, as a measure to promote small-scale industries. The programme aims at assisting small-scale entrepreneurs to obtain suitable location with over-head facilities. The Industrial Estate envisages to provide ready built factory sheds with adequate facilities of power, water, etc., at suitable locations to foster healthy growth of Small Scale Industries. In 1967-68 Government of Nagaland established the first Industrial Estate in the State at Dimapur.

The Study

The evaluation study was undertaken in 1982-83 with a view to highlight the problems confronted by the Industrial Estate in its attempt to attain the objectives in general and to ascertain the areas of achievements and failure in particular.

Sample Size

All the working units in Industrial Estate, Dimapur, were taken as the sample. Out of a total of 21 sheds, 12 were allotted to individual entrepreneur, 8 to Government Departments or autonomous bodies, and 1 reserved by the Government to start a Match Industry.

Methodology

Primary data was collected at various levels with specially designed schedules mentioned below:

- a. State level schedule canvassed in Directorate of Industries.
- b. Schedule for the Industrial Estate canvassed with Manager, NIDC.
- c. Schedule for individual entrepreneurs working in the Industrial Estate.

Secondary data was collected from the Directorate of Industries, the Nagaland Industrial Development Corporation and the Industrial Units.

Reference Period

The data was collected from the inception of the scheme in 1971-72 till 31st March 1979, i.e. for 8 years.

Main Findings

1. The utilisation of space for construction of sheds was low in the context of the total area procured by the Industrial Estate as a whole.
2. Of the 12 sheds allotted to individual entrepreneurs, only 6 were found to be working and the rest almost defunct. A few of the Government sheds were found being used as godowns. The sheds were therefore, not being utilised productively. Entrepreneurs were of the view that the rent subsidy offered was not enough to attract new entrepreneurs to start their industries in the Estate. This was stated to be the major factor behind a number of sheds remaining vacant.
3. Position of rent recovery was unsatisfactory. Out of 11 n sheds there was arrears of payment pending realisation for 7 sheds. The Government found itself in a helpless

position in realising rent arrears, with court proceedings also not bringing about the desired result.

4. Tenant entrepreneurs did not have much technical know-how or experience in the industry they established or wanted to establish in the Industrial Estate.

5. The average number of workers employed in the functioning units was 9. Industrial activity in the Estate, small-scale notwithstanding, had not given any fillip to employment of 'local' hands. The maximum number of 'local' workers employed in any unit was 4.

6. Wages paid to workers were very low. The low wage level was because of absence of labour legislation in the region, and inadequate availability of avenues to labour, which was mostly from Bihar.

7. The capacity utilisation was very low. Reasons adduced for low utilisation were want of raw materials at controlled rates to make the unit economically viable and shortage of water, power and capital.

8. There was no unit manufacturing an item, which could be used as raw material or intermediate material by some other unit within the Estate.

9. The Estate is nearly 5 kms away from the main town and Railway Station. Transportation facilities were inadequate. Transportation of raw materials and finished products unduly added to the overall cost of the products.

Recommendations

The Industrial Estate in Dimapur had not had the expected impact on industrialisation and employment. Liberal policy of the Government in financing, supply of raw materials, power and water were the immediate factors, which needed to be looked into.

1. The space available should be profitably utilised in future expansion programmes for optimum utilisation of the space.

2. The Nagaland Industrial Development Corporation (NIDC) should scrutinise the applications properly and allot sheds to such entrepreneurs who are found to be technically qualified and whose industrial worthiness is beyond question.

3. The NIDC should initiate action for better supply of power, water and raw materials availability to entrepreneurs to attract new entrepreneurs and for profitable utilisation of the sheds. The NIDC should consider installing a 100 KW transformer in place of the existing 25 KW transformer.

4. The subsidised rent should be charged for 5 years as against 2 years at present to attract entrepreneurs and for industrial growth.

5. Through the Industrial Raw Material Corporation (IRMC), the Government should provide facilities like procurement of raw materials, power and water to enable entrepreneurs to utilise maximum installed capacity. Manager, NIDC, should assess the needs of individual entrepreneurs and act as Liaison Officer between the entrepreneurs and the IRMC.

6. The NIDC should allot the sheds to applicant entrepreneurs on the condition that at least 10% of the labour employed should be the local people. The Estate should have its own training-cum-production centre where proper training in various trades could be given to the local population. This would help in developing supply of 'local' skilled labour.

7. The Government should adopt suitable measures through the Labour Department, to ensure that minimum wages applicable to other vocations in the State are also applicable for the employees of the units in the Industrial Estate.

8. The NIDC may explore possibilities of allotting shades to such prospective industrialist in future, which may utilise the products of the existing units as their raw material. This would, to some extent solve the problem of market availability of the products of some units.

9. The Nagaland State Transport should introduce a regular bus service from the Railway station to the Estate and back at timings serviceable to the workers employed in the Estate.

Evaluation Report on Elementary Education in Nagaland. Elementary Education in Nagaland

The plan scheme of Elementary Education in Nagaland was launched in 1963-64. Under the State's successive Five Year Plans, Elementary Education, i.e. Education at Primary and Middle School Level has been receiving priority treatment, especially because of its inclusion in the Minimum Needs Programme. Of a total of 996 recognised villages in the State, there were 1041 Government Primary Schools, 68 private primary schools, 191 Government Middle Schools and 94 private middle schools at the end of 1978-79.

The Study

With a view to find out whether the progress of Elementary Education in Nagaland commensurate with the efforts and outlays devoted to it, and to estimate the impact of the Programme on the beneficiaries, the evaluation study was undertaken during 1986 with the following objectives:

1. To examine the progress made in the field of elementary education.
2. To study the conditions and arrangements under which the Programme is being implemented.
3. To study the impact of the Programme on the people.
4. To study the problems and weak points.
5. To recommend the measures necessary for the effective working of the Programme.

Sample Size

Three blocks out of the 21 Community Development/Tribal Development blocks were selected by taking one block each from the erstwhile 3 districts of Kohima, Mokokchung and Tuensang. 10% each of primary and secondary schools were selected from each block. The impact on the beneficiaries was made on the basis of random sampling of about 2% to 3% of the parents and guardians.

Methodology

The background material was collected through a perforce and from Plan documents. Collection of primary data was through the following structured schedules.

1. Schedule 'A' for school level data.
2. Schedule 'B' for data on school Managing Committees/Boards.
3. Schedule 'C' for data from Head Masters/Teachers.
4. Schedule 'D' for data from parents/guardians.

The above information was supplemented with interviews and discussions with knowledgeable source in the Directorate of Education and School authorities.

Reference Period

The reference period for the purpose of the study was from 1971-72 to 1978-79.

Main findings

1. The land sites for the primary schools were normally donated free by the village community. The Government provided only CGI sheets to the Primary Schools. The rest of the work for construction of school building was left to the community. The Government undertook the construction of buildings of Middle Schools.
2. There were limited amenities available at the schools. Out of the 16 sampled schools, only 6 schools reported to have urinals, 5 schools had latrines, 3 schools had drinking water facilities, 11 schools had playgrounds and 4 schools had hostel facilities.
3. The average attendance of the students was about 75%. The percentage of dropouts in most schools ranged from 2% to 15%, with 52% dropouts in Kohima Primary School and 48% in Totochinugyu Primary Schools.
4. Supervision and inspection of schools was very poor. The Supervisory Officer inspected each school once a year, which was inadequate.
5. In every school there was a School Managing Committee/Board, but they were acting only as a reporting agency of the Directorate of School Education. The members of the Committee/Board were not aware of their actual functions and powers.
6. Schools followed their own working/instructional hours without observing any minimum or maximum working hours. The shortest and the longest working hours on a working day in a Middle School were 4:15 to 7:30 hours per day respectively and in a primary school 3:30 and 5:30 hours per day respectively.
7. The report of the Education Commission, headed by Prof. D S Kothari, recommended that the number of working/instructional days in a year should be 234 for schools. As against this, the approximate working/instructional days in Nagaland worked out to 120 days per year.
8. The Government often entrusted other departmental work such as census/survey, etc. to elementary school teachers. Such work was time-bound and teachers were compelled to concentrate on them without properly attending to their core activities in schools.
9. A majority of the teachers were poor in their general educational background. As a result, many teachers were not capable of making themselves fully conversant with the prescribed books of different classes.
10. Almost all the schools were running without the necessary equipment for instruction/studies such as black-boards, Globe, Library books, drinking water utensils, equipment for games and sports, physical exercise and music, etc.
11. Some students in the sampled schools were without books even up to the date of visit by the evaluation team in October. The problem was more acute in rural areas where there were no agencies for selling textbooks.
12. There was virtually no parent-teacher contact in the schools.
13. Each Middle school was provided with a carpentry instructor and helper. Their workload did not justify their posting in each Middle School.

Recommendations

1. Each School should be inspected at least twice or thrice a year. The observations on surprise visits and inspections should be properly regulated by a cell in the Education Directorate for follow-up action.
2. The School Managing Committee/Board should be properly organised and certain powers be delegated to them for implementation. A small booklet stating the functions and powers of the Committee/Board should be printed and circulated to all Board members for guidance and implementation.

3. The Government should fix the minimum working/instructional hours per day for each stage of education and also enforce it. This should also apply to privately run institutions in the State. The Government should ensure that the working days in a year are increased by minimising vacation period or by other adjustments.

The Government should fix the minimum and maximum classes/period to be taken by the teachers in a day to avoid overstaffing and understaffing in school. Postings of teachers should be done rationally without pressure from within or outside the Education Department.

5. Once the Government takes over a School, it should ensure that at least one teacher is provided for each class.

6. The Education Department should conduct Departmental Examination for under matric primary teachers and below pre-university passed Middle School teachers. Those teachers who cannot pass these exams in 3 attempts should go on compulsory retirement. Secondly, only those teachers who pass certain courses of Departmental Examinations and have been in continuous service of 15 years or more in the Education Department should be given the selection grade scale of pay.

7. A short refresher course for teachers was very essential, particularly when the curriculum is changed. Such training courses should be conducted only during vacations period, so that working days are not effected.

8. Amenities such as urinals, latrines, drinking water, playground, etc. and school equipment should be provided wherever they are not available.

9. The Education Department should ensure that the school textbooks are made available to students well in time.

10. A quarterly meeting of teachers and parents should be held in which the Chairman of the School Managing Committee/Board should play a key role. The decisions arrived at such meetings should be forwarded to the Directorate of Education.

Evaluation Report on Government Workshop Organisation in Nagaland The Government Workshop Organisation

The Government of Nagaland established a Workshop Organisation in 1966, under the Transport Department, with the objective to undertake major/minor repairs, reconditioning of Government vehicles excepting Bus, Truck, Rollers, etc and also arrange all purchases of spare parts, accessories, tools, etc. Three Government Workshops were set-up at Kohima, Mokokchung and Tuensang.

The Study

With the introduction of Vehicle Maintenance Allowance System in the State from 1974, Government officers to whom the vehicles were attached generally sent their vehicles to the privately run workshops for repair/maintenance. As a result the operational staff of the Workshop Organisation remained without work. In 1983, the Evaluation Directorate was entrusted the task of evaluation of the Organisation, with the following objectives:

1. To appraise of its working.
2. To study the problems faced by the Organisation.
3. To see whether it can run as an economically viable unit and whether or not the Organisation can be wound up.
4. If it is found that the organisation has to be wound up, how best the permanent/temporary staff can be utilised.

As the Government wanted a quick study for the limited purpose, specified in the objectives, all aspects of the Organisation were not covered.

Sample Size

All the 3 workshops at Kohima, Mokokchung and Tuensang were covered for the purpose of the study.

Methodology

A schedule was prepared for collection of primary data from the workshop/Mechanical Engineer's Office. Information was also gathered through discussion with the officials of the Organisation.

Reference period

The working of the Organisation was examined from the year of its establishment (1966-67) till 1981-82.

Main findings

1. The revenue earned by the workshops in relation to the overall expenditure was very less. The average annual loss worked out to Rs.11.52 lakhs, making the Workshop Organisation an unvailable proposition. Arrears amounting to Rs. 28.56 lakhs and Rs. 1.23 lakhs were pending from various State Government Departments and private individuals respectively. The realisation of these arrears appeared difficult.

2. Due to mismanagement, poor supervision of the work of operational staff, and laxity in working process, there was lack of confidence in the minds of the customers regarding the working of Workshop Organisation.

3. The staff of the Workshop Organisation was drawing their pay and allowances without performing any work since the Government introduced the Vehicle Allowance Maintenance System. They mostly visited office on the first day of the month to collect their pay.

4. About 90% of operational ministerial staff was declared permanent by the Government. Few Departments were in a position to absorb some staff but not ready to accept the seniority of the workshop staff. The workshop staff was not prepared to go to other Departments unless their seniority was counted in the new Departments. This created difficulties in the disposal of staff and their proper utilisation.

Recommendations

1. To avoid further unnecessary expenditure of about Rs. 13 lakhs annually, the Organisation should be wound up at the earliest.

2. A high level committee should be constituted for the disposal of the remaining stock of the workshop worth Rs. 9.8 lakhs.

3. The Department was recruiting new staff by filling up vacant posts in the workshops. Recruitment of new staff and promotion cases should not be taken up by the Workshop Organisation till final decision is made by the Government regarding its closure.

A few staff had been appointed purely on temporary basis. The service of these staff should be terminated, as they are not required due to lack of work in the workshops.

The following methods were suggested for disposal of operational staff:

a) Staff who has completed 25 years may be given retirement benefit and retired compulsorily.

b) Staff who have completed 20-24 years of continuous service may be given voluntary retirement.

c) The cases of staff under suspension should be decided expeditiously.

d) The staff working, in other Departments on a 'borrow' basis, should be permanently absorbed by the Departments in which they are working.

e) The remaining staff should be adjusted in Departments such as NST, PWD, Police workshops, Agriculture, etc. The Government should stop all new recruitment to the above posts till the staff is completely disposed off.

The seniority fixation of the staff absorbed in other Departments should be through a Board constituted by the Government and by enacting a law to that effect to avoid future controversy over the fixation of seniority.

Evaluation Report on Integrated Rural Development Programme The Integrated Rural Development Programme

The Integrated Rural Development Programme (IRDP) was launched in Nagaland in 1978-79 with the specific objective to bring up the socio-economic life of the poorest families in rural areas by giving them income generating assets and access to credit and other inputs. The Programme covered all the 21 blocks of the State. To identify the eligible families for IRDP assistance, household survey is conducted. The survey is confined to families having an annual income of less than Rs. 3,500/- or families owning an operational area of less than 5 acres. The poorest among the identified poor are selected for assistance.

The Study

The evaluation study on the Programme was undertaken in 1986 at the instance of Department of Planning and Co-ordination with the following objectives:

1. To study the working and progress.
2. To study the impact of the Programme on the targeted families.
3. To analyse the problems and difficulties if any, and
4. To suggest measures to improve the organisational and functional efficiency.

Sample Size

Seven blocks were covered from the 7 districts* out of the 21 Blocks. In each block, the number of beneficiaries during 1982-83 were grouped into 3 categories, viz. Agriculture and Allied, Livestock and Industry. 10% of the beneficiaries in each of the 3 groups were selected randomly, spread over 10 villages. A total of 340 beneficiaries were randomly selected for interview.

Main findings

1. No identification of poor families was made. State Rural Development Agency (SRDA) gave benefit to any person recommended by the Village Development Boards (VDBs). Families/relatives of VDB members mostly enjoyed the benefit. 50% of sampled beneficiaries were economically better families, having an annual income of Rs. 3500/- and above, and/or owning an operational area of 5 acres and above.
2. The policy of giving subsidy of Rs. 200/ or less or a traditional weaving set of 3 or 4 wooden sticks was inadequate to raise a poor family above the poverty line.
3. Livestock schemes under the Programme are a complete failure. All the beneficiaries reported that diseased and inferior quality livestock were supplied by the agency.
4. Inferior material was provided, quoting abnormally high prices. In the supply of Bee keeping boxes, subsidy amount recorded was Rs. 500/- in each case, though the box in the open market cost Rs. 50/-. Similarly under the weaving scheme, against the traditional weaving set of 3-4 wooden sticks, subsidy amount recorded was Rs. 200/- though the sticks cost Rs. 30/- in open market.
5. Out of the 340 beneficiaries randomly selected for interview, 3.24% were nonexistent and 7.36% reported to have not received any benefit under the Programme. 15

beneficiaries reported having received more than what was actually sanctioned by the Government and 31 beneficiaries reported to have received less than the sanctioned amount. 15% of the beneficiaries were Government servants.

6. The enquiry revealed that only 4 were brought above the poverty line.

7. The work of SRDA was a duplication of works already implemented by other Departments with technical hands. Some influential persons were therefore likely to get subsidy from different sources for the same scheme.

8. There was no arrangement for follow-up action about how the beneficiaries were utilising the subsidy given to them. The Departmental staff was not making any physical verification, even at the time of giving completion report on the schemes.

9. In all the Block offices, the technical staff was limited. It was physically impossible to check all the schemes submitted by the VDBs in their respective blocks. The subsidy was given at random without any technical check and guidance. This resulted in misuse of the subsidy by the beneficiaries.

Recommendations

1. The total number of beneficiaries in each village should be reduced and more subsidy should be given to help bring the families above the poverty line.

2. Some fund was kept as State, District and Sub-divisional reserve. These reserves should be minimised and more funds allocated to the villages.

3. Wrong selection of beneficiaries and defective implementation needed immediate attention of the Department. To avoid duplication of works/schemes, the Department having manpower and competent technical hands should be allowed to implement IRDP. Alternately, the Departments should be asked to obtain clearance from the Rural Development Department, before giving any subsidy to individual beneficiaries. The Department should ensure that Government servants are not given the benefit under the Programme.

4. The technical staff of the BDO should be adequately strengthened to undertake physical verification before the subsidy is given, and to guide and advise the beneficiaries for effective implementation of the scheme.

5. Healthy animals, checked by competent doctors of Animal Husbandry & Veterinary Department should be supplied to the beneficiaries even if it is not possible to supply improved quality of livestock.

6. The Village Development Board Secretary should be given honorarium to encourage him to devote more time and energy for the development of the village.

Report on Evaluation Study of Rural Water Supply in Nagaland Rural Water Supply Programme

Nagaland is situated in the Northeastern frontiers of India with hilly, rugged and mountainous terrain. Almost all villages were established on hilltops and ridges for security reasons. Therefore, a lot of individual effort is needed for bringing water from streams to the houses. Often the water sources on which the people depend are far away from the villages. The problem gets accentuated during winter months when the springs dry up. Water sources are also not free from contamination. The Government of Nagaland has therefore given top priority for supplying water to rural areas in a phased manner to cover all villages under various Rural Water Supply Schemes. The schemes/projects being undertaken in Nagaland include:

- a) Revised Minimum Needs Programme, under which provision of drinking water to all problem villages is an important item.
- b) Rain-Trap Water Supply Scheme, taken up under UNICEF assistance.
- c) Deep-Tube Well Programme had been launched by the Public Health & Engineering (PHE) Department in the foothill areas to supplement piped water supply schemes.
- d) Accelerated Rural Water Supply Programme, a centrally sponsored scheme financed by the Central Government for providing safe drinking water to all problem villages by the end of 1990.

The Study

An evaluation study on a pilot basis was taken up during 1986 for one water supply scheme/project with the following objectives:

1. To make an appraisal of the physical and financial performances of the Rural Water Supply Scheme.
2. To assess the impact of the scheme on the beneficiaries
3. To ascertain its shortcomings and difficulties, if any.
4. To suggest measures for improving its functional efficiency.

Sample Size

The scheme on providing water to Jalukie 'B' village, under Jalukie Sub-Division, was taken up on a pilot basis. The scheme was taken up in 1978, under Revised Minimum Needs Programme and completed and inaugurated on 01.04.1981. Ten knowledgeable persons directly under the scheme were interviewed to ascertain the impact of the scheme.

Methodology

Three schedules were constructed for collection of primary data.

- a. Schedule 'A' for information from Executive Engineer, PHE.
- b. Schedule 'B' for information from Sub-Divisional Officer, PHE.
- c. Schedule 'C' for information from beneficiaries.

The secondary information was collected through discussions and Government reports.

Reference Period

The reference period of the study was from 1975-76 to 1981-82.

Main findings

1. In official records, the scheme as estimated was complete. An amount of Rs. 3.09 lakhs was spent on the scheme. Physical verification found that only an extension line was provided to the Jalukie 'B' village from Kejanglwa village water supply.
2. The exact numbers of different size pipes were recorded as fully utilised as estimated, despite the fact that construction of water supply line from Jalukie Town was not taken up as originally proposed. Physical verification showed that 1.5" dia pipe was laid from Kejanglwa to Jalukie 'B' Village instead of 2" dia pipe as per the record.
3. As per the record 10 Nos. of PS Tanks were provided to the village. Physical verification by the evaluation team found that only 8 tanks were provided.
4. Sharing of pipeline water between Kejanglwa village and Jalukie 'B' village caused acute scarcity of water for both the villages, which resulted in complaints and counter complaints from both villages and misunderstanding between the 2 villages.
5. On an average, in a month, there were 15 days completely dry, 5 days with little water and 11 days with sufficient water through the pipeline to Jalukie 'B' village. In almost all cases, the release of water was reported to be 30-35 minutes per day only.

Suggestions

1. The Government should ensure that irregularities do not go unchecked by the Department. The Department should check the recurrence of such irregularities in future.
2. To avoid further misunderstanding between the two villages, a 2" dia water line should be laid separately for Jalukie 'B' village from the water source i.e. Techauki river.
3. The Department should take up some immediate measures to tide over the acute water scarcity problems of Jalukie 'B' village.

Report on Village Development Boards Programme in Phek District The VDB Programme

Realising that benefits of planned economic development do not reach most backward areas of the State, and also with a view to ensure effective implementation of the Rural Development Programmes, Government of Nagaland introduced Village Development Boards in every village of the State from 1980. The VDB is an active body of persons selected by the village people for management of village community funds and for formulating programmes of action. VDBs play an important role in decentralised planning process and in micro planning. The Phek Block of Phek district was the pioneer to organise the VDBs in Nagaland in 1976.

The Study

At the instance of the Planning Department, the evaluation study was undertaken in 1987 to assess how the VDB Programme was being implemented and the problems confronted by the VDBs at the time of preparation and execution of the Village Plan. The following were the objectives of the study:

1. To study the activities of the VDB programme and their effectiveness.
2. To assess the knowledge of the village people regarding preparation of the Village Plan.
3. To study if every VDB has built up their village community fund and the extent of matching grant by the Government.
4. To assess the level of participation of the villagers and the degree of satisfaction with the Programme.
5. To assess the level of assistance rendered by the district/block government staff.
6. To ascertain the impact of VDBs on working of primary schools as in most cases, teachers are the Secretaries of the VDBs.
7. To suggest modifications required in the scheme.

Sample Size

Phek block of Phek district was taken for analytical study. A purposive sample of 10 villages was taken out of a total of 48 villages of Phek block. Ten respondents were selected from each village. A total of 99 beneficiaries were selected.

Methodology

Multiple hypotheses were developed for testing by examining 25 key indicators. Village level schedule and respondent level schedules were utilised for collection of quantitative and qualitative data from the field.

Reference Period

The reference period was from the year of inception of each sampled VDB up to 1982-83.

Main findings

1. The relationship between the Village Council Chairmen and the VDBs was satisfactory which helped in the smooth functioning of the VDBs.
2. The yearly grant-in-aid made to each VDB seemed to be sufficient enough to undertake any developmental scheme for the community. In most of the VDBs, funds were utilised for social schemes instead of schemes, which could generate economic activities oriented towards increased production.
3. All the sampled villages had put their capital into fixed deposit accounts. 60% of the total village had already received the benefit of Matching Grant before the implementation of the VDB programme in the State in 1980. It indicated that the people were conscious and tried to take advantage of Government grants by raising their own resources for the community development.
4. The new policy on the system of bank deposits by the Government and the VDBs encouraged the people to save money in banks and reduce the scope of mishandling the community money. It guaranteed cash income to the community in the shape of interest and provided security against emergencies.
5. There was need for yearly auditing of the VDB accounts.
6. Most of the VDBs were not keeping their records properly. Not much attention was paid towards the maintenance of different registers for the different activities of the VDB.
7. The villagers had liberally contributed towards the VDBs in the form of money, material and labour.
8. The visits of the Block Development Officer and Block Officials were not adequate, though they were expected to visit the VDB meetings frequently.
9. Of the sampled 99 respondents, 52 had received assistance through the VDBs and 31 of them reported that their relatives had benefited through VDBs. A large majority of the respondents expressed favourable views on different aspects of the VDBs.
10. The study revealed that the VDBs did not get sufficient time for execution of work after receiving the approval of District Planning Board.

Recommendations

The VDBs should maintain a household list register for every year where all the family particulars must be recorded for official purposes. The Department should issue guidelines for maintaining the official records of the VDBs as per the Model Rules of VDB wherever it has not been done.

In allocation of annual grant-in-aid to the VDB fund, the Rural Development Department should consider including the name of those households who are exempt from paying taxes to the Government.

An impartial selection of beneficiaries should be adopted by the VDBs by selection of beneficiaries in open meetings, ensuring no fictitious names were added to the list and that the target group of people is selected from the same village.

4. Duplication of selection of beneficiaries should be avoided by linking the selection of beneficiaries by various departments to the concerned VDBs.
5. To facilitate quicker performance of the VDB work, the administrative powers should be decentralised up to the level of the SDO (Civil).
6. All procedures related with the preparation of Village Plan by the VDB, scrutiny by the BDOs and the approval of the schemes by the District Planning Board should be completed before the beginning of a new financial year.

7. Before sanctioning the grant-in-aid, the block level agency should check-up the progress of work allotted to the VDBs in the previous year.
8. Certain new schemes, which generate gainful employment and income to the community, may be included in the list of model schemes of the VDBs.
9. The procedures laid down by the State Bank of India regarding the repayment of advances or loans should be followed by all VDBs in all sincerity.
10. The district administration should take stringent action to stop mal-practices in disbursement of funds to the beneficiaries. Rural Development Department should undertake periodical auditing of VDB accounts through an external agency.
11. The Government agencies should increase the visits to the VDBs so that the villagers appreciate the active participation of Government in their programmes.
12. The schoolteachers should not be entrusted with the VDB work to avoid adverse effect on school education. A free, sincere local person in the Village who can devote his full time in connection with the VDB work should shoulder the responsibility of the Secretary of the VDB.

Evaluation Report on Piggery Breeding Farms in Nagaland The Piggery Development Programme

In Nagaland, rearing of pigs is one of the traditional practices of the rural people. But the local breeds are small in size and their growth rate is slow and less productive. The State Government had initiated Piggery Development Programme in the last part of the 3rd Plan period to make piggery keeping an economically viable occupation among the rural people. As a part of the Piggery Development Programme, the Veterinary and Animal Husbandry Department had taken up 6 breeding farms at Merangkong, Tizit, Tuensang, Medziphema, Akuluto and Phek. The objectives of the farms were upgrading the local pig population of the State through cross-breeding with exotic breeds, supply of exotic male and female piglets to farmers, educating local farmers on scientific methods of piggery farming and to reduce import of pigs from outside the State.

The Study

The evaluation study on Piggery breeding centres in Nagaland was undertaken during 1989 with the following main objectives:

1. To study the actual activities of the farms.
2. To study the organisational structure.
3. To study the financial aspect of the farms.
4. To study production of fodder, piglets, sows and boars and year-wise distribution.
5. To study other related issues of the farms.
6. To assess the training organised in the farms.
7. To suggest measures for improvement.

The impact of Piggery Development Programme in Nagaland was excluded from the purview of the study.

Sample Size

Out of the total 6 existing pig breeding centres in the State, 3 centres (at Mokokchung,

Methodology

A questionnaire was prepared for collection of data from the farms. State level data was collected from the Veterinary & Animal Husbandry Department.

Reference Period

The study covered 3-year period from 1980-81 to 1982-83.

Main findings

1. The area of all the 3 selected farms was reported to be sufficient for running the farms as well as fodder cultivation. But none of the farms had developed a sizeable area for fodder cultivation.
2. During the 3-year reference period, the percentage of sows maintained by each farm against its capacity was 32%, 44% and 82% at Mokokchung, Tuensang and Zunheboto Breeding farm respectively. All the 3 farms together could only produce 24 % of the

targeted number of piglets during the 3 years. The average yearly sows maintained in each farm were only 34 and the average production of piglets per sow was only 4. The Department could not give any reason for the low production.

3. In comparison to the total number of pigs maintained in the 3 farms, consumption of feeds was very high. The expenditure incurred on feeds alone was more than double the income of the farms.

4. The posts seemed to have been sanctioned and filled at random without consideration on requirement of staff resulting in over staffing in some farms and under staffing in others.

5. The main objective of the scheme is to encourage Piggery development in the State. The total number of beneficiaries during the reference period was only 441 indicating that there was insufficient publicity of the scheme.

6. There were no arrangements for follow up action. The Department distributed the piglets at a 50% subsidised rate but did not enquire whether there were any problems in rearing the breed or whether the piglets had simply been eaten.

7. On an average, for every Rs. 100/- spent on recurring expenditure, the income of the farms was only Rs.8.46. This scenario after 24 years of existence did not justify the continuation of the farms.

8. The numbers of persons trained during the reference period were found to be quite low.

9. The failure of the Programme was due to wrong planning and implementation of the Programme.

Recommendations

1. For security of the livestock and prevention of encroachment on farmland, proper fencing of the farm area should be done.

2. Posting of staff should be based on actual requirement and volume of work.

3. The Department should look into the production of fodder, which was far below the expected level. The Department should try to explore the possibility of starting a feed processing unit to reduce the expenditure on feeds.

4. The poor performance of the farms needed immediate attention of the Department. The farms should at least be functioning on 'no loss no gain' basis.

5. The Department should fix responsibilities on farm authority to avoid high rate of death of piglets. Old and undesirable boars should be sold to avoid death at the farms and avoidable loss in income.

6. The publicity mechanism should be improved to attract more people for rearing improved breeds.

7. There should be a follow-up system and certain agreement with beneficiaries that the piglets purchased at a subsidised rate from the farm are not simply sold in the open market.

8. Incentives should be given to the persons who successfully complete training course to attract more trainees as well as to propagate piggery farming in the State.

Evaluation Report on Integrated Rural Development Programme in Zunheboto District of Nagaland

The Integrated Rural Development Programme (IRDP)

The Integrated Rural Development Programme was introduced in Nagaland in 1978-79. The main objective of the Programme is to raise the poorest families in the rural areas above the poverty line by giving them income generating assets and access to credit and other inputs. The State Rural Development Agency (SRDA) and the Rural Development Department are the implementing agencies of the Programme in the State.

The Study

Zunheboto District Evaluation Office undertook this evaluation in 1989 with the following objectives.

1. To study the conditions and arrangement under which the Programme is being implemented.
2. To examine the progress made by the Programme.
3. To study the problems if any.
4. To suggest measures for improvement of the Programme.

Sample Size

Under the Zunheboto District, 10 villages out of 155 villages were selected for the study. The selection of villages was randomly done taking into consideration that at least a reasonable number of villages from each of the 3 Blocks of the District were selected. In each block the beneficiaries were grouped into 3 categories, viz. Agriculture and Allied Industry, Self-employed and Livestock. A total of 46 beneficiaries were selected.

Reference Period

The reference period of the study was from 1985-86 to 1987-88.

Main findings

1. During the 3 reference years, there were 760 beneficiaries under various schemes. The selection of beneficiaries was not as per the laid down policy of the Programme. Some beneficiaries, whose annual income were above Rs. 3,500/- and owned area more than 5 acres, were also selected under the Programme.
2. The subsidy given to the beneficiaries were mostly on livestock, fishery, industry and self-employment schemes. It was reported that instead of supplying livestock, the District Purchasing Committee resolved to grant subsidy to the beneficiaries for purchase of local breeds for rearing. This violated the prescribed mode of implementation of the Programme. It was also likely that the beneficiaries did not purchase livestock after getting cash.
3. Analysis of the 46 sampled beneficiaries found that only 8 beneficiaries could cross the poverty line of Rs. 3,500/-. This indicated that the Programme was not very successful.
4. VDB members claimed to have selected the names of the beneficiaries on the basis of the base line survey. In some of the villages, the base line survey was not carried out. The

list was prepared arbitrarily and submitted by the VDB secretary without the knowledge of the members and GBs of the village.

5. The block staff, including the BDOs does not actually supervise the implementation of the various schemes entrusted to them. All the works are done from their desks without seeing the actual scheme.

Recommendations

1. The Rural Development Department, in collaboration with the Veterinary & Animal Husbandry Department should visit the farms at least once or twice a year and supply medicines to diseased livestock and birds.

2. The Department should ensure that the materials supplied to the beneficiaries under schemes on industry and self-employment were not just kept but also utilised for productive purposes.

3. The selection of the beneficiaries should be on the basis of Base line survey. The base line survey should be carried out in a village meeting where everyone should be present.

4. VDBs should maintain a register on the schemes undertaken in the village and record the developments that take place.

Evaluation Report on Integrated Rural Development Programme in Phek District of Nagaland

The Integrated Rural Development Programme

The IRDP is a centrally sponsored scheme, which aims to assist selected families of target group in rural areas to cross the poverty line by taking up self-employment venture. It aims to improve the economic and social life of the poorest families in rural areas by giving them income generating assets and access to credit and other inputs. The pattern of financing is 50:50 sharing basis between the Centre and the State Government.

The Study

The evaluation study was undertaken in Phek district in 1989 by District Evaluation Office, Phek, to assess the achievements of the Programme in the District. The study was carried out with the following objectives:

1. To study its working and progress.
2. To study the impact of the Programme on the targeted families.
3. To analyse the problems and difficulties, if any.
4. To suggest measures for improving the organisational and functional efficiency.

Sample Size

All the 3 blocks in the district, viz. Kikruma, Phek and Meluri were covered in the study. Twelve villages were randomly selected as the sample from the 3 Blocks. In the 12 selected villages, 84 beneficiaries were interviewed by the Evaluation team out of a total of 103 beneficiaries during the period.

Reference Period

The evaluation was carried out for a 3-year period, i.e. 1985-86, 1986-87 and 1987-88.

Main findings

1. The total amount of loan the beneficiaries received was sufficient to implement any scheme without difficulty and raise the beneficiary above the poverty line. But the loans were not released at a time, but in instalments at intervals of 1 to 5 months, or even 1 year. Thus, most of the amount received was consumed before the schemes got started. A liberalised system should be worked out in the interest of the beneficiaries.
2. None of the 84 beneficiaries interviewed were trained in the scheme for which they received subsidy or loan. Further, there was no agency in the State to advice and guide them in the implementation of their schemes.
3. Out of the 84 sampled beneficiaries, 2 were not existing, 9 persons reported to have applied for but not received the benefit, 25 persons reported that they had neither applied nor received the benefit. However, as per the official record the above 34 persons had been given benefits under different schemes and the amounts disbursed to them. It indicated that the money was misused.
4. There was wrong selection and implementation of the Programme. Out of the 103 beneficiary households, 27 families owned an operational area of 5 acres and above. 19 families who had annual income of Rs. 3,500/- before they received the subsidy amount

were selected as beneficiaries. Out of the 84 beneficiaries in the sample, 6 were Government servants.

5. The system of selection of beneficiaries showed that the SRDA gave benefit to any person who was recommended by the VDB members. Favouritism towards relatives in the selection of beneficiaries by the VDB members was also found. In some of the villages, there was no proper record about how the selection of beneficiaries was made

6. Twenty-five households crossed the poverty line of Rs.3,500/- annual income after receiving the benefit, indicating improvement after IRDP assistance.

7. Not a single family used improved methods of cultivation before receiving the benefit from IRDP scheme. After receiving the benefit, there was a marked improvement in use of improved methods of cultivation. 26% of the beneficiaries reported using improved seeds, 27% improved implements, 25% reported using fertilisers and 24% pesticides. This indicated effectiveness of the Programme on agricultural families.

8. Some people took the subsidy as relief and spent the amount received as per their wishes and not as per the scheme for which they had received the subsidy or loan.

9. The Block-level staff did not give proper technical guidance or make any physical verification of the works done. The staff sent the completion reports from their offices itself. This resulted in misuse of funds and failure of the scheme.

10. There were no arrangements for marketing of the product of the beneficiaries.

Recommendations

1. The Rural Development Department should ensure that the selection of beneficiaries was done through open meetings and not by a few selected members of VDB. The Department should ensure against the wrong selection of beneficiaries (above poverty line beneficiaries, or Government servants).

2. For effective implementation of the schemes the Department should conduct short-term training for the selected beneficiaries.

3. The Department should make arrangements for follow-up action after giving the subsidy/loan to check the misuse of funds.

4. The technical staff of the Block Development Office should be adequately strengthened for making physical verification before the subsidy amount is released and also to guide and advise the beneficiaries for effective implementation of the scheme.

5. In case of changes of the VDB Secretary, the record maintained by the Secretary should be thoroughly checked by the Deputy Commissioner of the District along with the VDB members in an open meeting. The handing and taking over of the record should be done only when the Deputy Commissioner and the VDB members are satisfied about the correctness of the record.

A Quick Evaluation Study Report on TRYSEM (SRDA) in Mokokchung District Training of Rural Youth for Self Employment (TRYSEM)

The programme of TRYSEM is implemented by the State Rural Development Agency (SRDA) to equip the rural youth of the age group of 18 to 35 years, who are below the poverty line, by giving suitable training in various small trades to enable them to seek self-employment. TRYSEM aims to encourage establishment of small, tiny and cottage industries in the rural areas by the TRYSEM trainees.

The Study

The District Evaluation Office, Mokokchung, undertook the study in 1990 at the instance of District Planning and Development Board Mokokchung to assess the achievements of the Programme in the District. The study aimed to assess the present position of the trainees and to see whether the training helped them in getting employment.

Sample Size and Methodology

The total number of trainees trained under the Programme in the District during the reference period was 121. Forty-five trainees were selected for interview through a structured schedule to ascertain their position and views. Other data and information was collected from the Deputy Project Office, SRDA, Mokokchung.

Reference Period

The reference period for the study was from 1986-87 to 1989-90.

Main findings

1. Out of the 121 persons trained during 1986-87 to 1989-90, nine trainees got loan amounting to Rs. 75,050/- and subsidy amounting to Rs. 43,550/-. Out of the 9 trainees, 3 were not running any units. The other 6 were running their respective units. The working of the units was not evaluated in the quick evaluation study.
2. Out of the remaining 112 persons/trainees who were not given any assistance, 42 persons were interviewed. It was found that 20 of the trainees expected/ needed a Government job, while 22 hoped for Government assistance. The training appeared to be defective in view of the fact that all the trainees were awaiting Government job on the basis of the certificate awarded to them. Most of them were not aware that the training given was meant for self-employment

During the field investigation it was found that 1 person who was recorded as a beneficiary under TRYSEM, to whom loan and subsidy was given, reported that he had not taken any training in any trade, nor had he received any subsidy/loan from the Government. This indicated faulty implementation of the Programme, which should be checked.

Evaluation Report on Village Development Board Programme in Wokha District

The VDB Programme

The Government of Nagaland introduced the Village Development Board Programme with the objective to bring all round development in the rural areas with the direct involvement of the rural people in the formulation of Village Plan every year. To assess the achievements of the Programme in all the districts of the State, district-wise evaluation of the VDB Programme was carried out.

The Study

The District Evaluation Office, Wokha, undertook the study in 1991 in the Wokha District with the following objectives.

1. To appraise the functioning of the VDB and its progress.
2. To assess the villagers' knowledge about the preparation of the Village Plan.
3. To assess the utilisation of the year-wise allocation of funds and also the extent of fixed deposits made and its matching grant.
4. To ascertain the overall impact of the VDB Programme on the socio-economic life of the people.
5. To suggest measures for improvement.

Sample size

Out of 2 Blocks in Wokha District, viz. Wokha and Baghty Block, the study was conducted on a random sample of 5 villages drawn from the Wokha block. Ten respondents from each village were interviewed. In total, 40 respondents were interviewed for the study.

Methodology

Two schedules, designed and prepared by the Directorate of Evaluation were used for collection of primary data.

- a. Schedule I for collection of data of financial achievements, etc. from the Secretary of the VDB, and
- b. Schedule 11 for collection of data from the villagers.

The secondary data was collected from plan documents, literature, etc.

Reference Period

The evaluation study was based on a 3-year reference period, from 1985-86 to 1987-88.

Main findings

1. Despite fluctuations in the actual number of households, the number of tax-paying households in the villages remained constant for a number of years. The villagers were not aware that the number of actual tax paying households was the basis for village level allocation of funds.
2. Although all the sampled villages were having fixed deposit accounts, their deposits in the bank had not reached the maximum amount of Rs. 75,000/-.

3. There was no agency or arrangement for auditing the VDB accounts. It was reported by some of the Village Council Chairmen that the Secretary of the VDB alone knew the financial matters. The financial matters were not brought before the Council for auditing, nor were there any arrangement to supervise the proper utilisation of the fund. The general public was kept in the dark about the availability and utilisation of the fund.
4. In most of the villages it was found that the VDB Secretary did not maintain official records and documents with regards to the VDB affairs properly.
5. The voluntary contribution of the Villagers was appreciable. The people contributed material and free labour for the execution and completion of the schemes planned by them for themselves.
6. The visits made by the Government officials were found to be inadequate. Further, the visits were not accompanied by inspection of records, physical verification or technical guidance.
7. The selection of beneficiaries of different villages was not satisfactory. In most cases, the beneficiaries were influential and richer classes who were above the poverty line. In many cases the beneficiaries took the subsidy as relief and misused the amount.
8. Unlike in other parts of the State, no school-teachers, in the sampled villages, were engaged in VDB activities. However, the teachers helped in the preparation of village schemes on part time basis.
9. The people in general were aware about the VDB scheme. Out of 40 respondents, 30 had knowledge about the Village Plan and reported to have taken part in its preparation. All respondents reported that the Village Plan was made as per the needs of the villagers.
10. It was observed that through the implementation of the VDB Programme, the overall living condition of the people improved to some extent and a sense of relief was brought to all the sampled villages.

Recommendations

1. The year-wise enumeration of actual tax paying households should be carried out and a register, to this effect, should be properly maintained by the VDB Secretary, after the list is properly checked and countersigned by the Deputy Commissioner, who is also the ex-officio Chairman of VDBs.
2. The VDB members should be educated about the benefits of reaching the maximum limit of deposits in bank to achieve Government matching grant and other related benefits. The accounts of VDBs should be checked and verified.
3. Periodical auditing of VDB accounts should be done either by the Block agency, district administration or Rural Development department at least once in a year.
4. The Rural Development Department should chalk-out a standard record maintenance system to be used by all the VDBs in the State, particularly record of each transaction of the VDB fund, its bank accounts, loan taken or repayment made from the village accounts, works done, etc.
5. Planned and purposeful visits by officials and critical inspections should be conducted frequently to bring about a sound system and procedure of working of the VDB.
6. More women members should be included in the Board for active participation in the developmental work and also to decide matters relating to women welfare.
7. The Secretaries of the VDBs are the key persons responsible for the developmental activities in the villages. They are compelled to go to the District headquarter and Block headquarter as often as necessary to discuss matters relating to development activities

with the Deputy Commissioner and BDOs. Some honorarium from the VDB fund may be fixed for the Secretaries of the VDBs.

19 92

Publication No. 21

Evaluation Report on Village Development Board Programme in Kohima District

The VDB Programme

In Nagaland, the Rural Development Programme was introduced in 1971 with the Common Fund Programme, a concept based on "Common Belongings". The team common belonging is traditionally familiar to the village people. Latter on the Village Common Fund Programme was changed into VDB Programme. The Directorate of Rural Development introduced the Village Development Boards for implementing community development schemes and others rural development programmes. To assess the achievements of the VDB Programme in the State, the Evaluation Directorate undertook district-wise evaluation of the VDB Programme.

The Evaluation Study

The Kohima District Evaluation Office undertook the study in 1991 in the Kohima District, with the following objectives:

1. To study the working of the VDBs.
2. To assess the awareness of the village people about preparation of Village Plan.
3. To ascertain how the VDBs maintain their fixed deposits and also to assess utilisation of year wise allocation of fund given by the Government.
4. To find out the difficulties and problems, if any.
5. To suggest possible measures for improvement.

Sample Size

Out of four Blocks in Kohima District, Kohima Block was selected for the evaluation study. Five villages were selected for the Block by adopting systematic random sampling method. Ten respondents were selected from each sampled village for interviewing. In total, 50 persons were selected for interview.

Methodology

Two sets of schedules were used to collect primary information from the VDB Secretary, members of the Village Development Board and general public for each sampled village.

Reference Period

The analysis was based on information from 3 years -1985-86,1986-87 and 1987-88.

Main Findings

1. The village-wise allocation of funds were distributed on the basis of number of tax paying households. But there were no household registers, or any other system to ascertain the actual number of tax paying households in the villages.

2. Road transport was a major problem in most of the villages. No bus service was provided in the sampled villages. The villages did not have facilities for disposing their agricultural products outside the village due to transportation problem.
3. It was found that in the 5 sampled villages, four VDB Secretaries were Government employees. Three of them were working in Kohima and 1 was working as Assistant Teacher in the Village. The significant aspect was that except for the Assistant Teacher, the others were staying outside the village.
4. The staff of Block Development Office issued the completion certificates without proper spot verification.
5. In most of the villages physical achievements were in the form of non-productive schemes. 25% of women's allocation of funds was repeatedly spent on construction of weaving centre, kitchen, garden, etc. None of the villages had taken up income generating schemes. It was appreciable that Jotsoma village had constructed a community building for commercial purpose, which would generate regular income and was a permanent asset.
6. Four out of 5 villages had reached the ceiling amount of fixed deposit and received Government's matching cash grant. It showed that the people were conscious and taking advantage of Government's grants.
7. The Village Council audited the VDB's accounts. It was reported that in some of the villages regular audit of VDB accounts was not done. The villagers were unable to tell how much interest had accrued to them from their deposits.
8. Most of the VDBs were not taking interest in maintenance of registers and files to record various activities of the VDBs. All the sampled villages were maintaining only cashbook register.
9. The villagers contributed manual labour and materials for the various construction activities. The execution of work was not let out to the contractors but undertaken by the villagers themselves.
10. Forty-six of the 50 respondents were aware of the Village Plan. Thirty-eight respondents reported that they took part in the preparation of the Village Plan. Forty-nine respondents reported that the Village Plan was prepared as per the needs of the people. All the 50 respondents were aware of the Government assistance to VDBs.
11. It was observed that majority of the beneficiaries were from the richer and influential strata of the society. However, 46 of the 50 respondents reported that through the implementation of the VDB Programme, some relief was brought to the villages.

Recommendations

1. The Government should evolve a system to ascertain the actual number of tax paying households in a village to avoid intentional increase or decrease in the number of tax paying households to get more fund allocation, or to avoid payment of house tax.
2. The Government should encourage introduction of mini bus service, even at a private level to such villages wherever viable to overcome the problem of connectivity and transportation in the remote villages.
3. In 4 of the sampled villages, VDB Secretaries were taking 10% commission from the village allocation of funds as conveyance expenses. The VDB Secretary is completely involved in the VDB work, from the planning stage to its completion. He has also to tour frequently. The Government should consider granting honorarium to the VDB Secretary and stop/discourage 10% commission.
4. The practice of appointing a Government employee as the VDB Secretary should be stopped. The VDB Secretary should be a person residing in the village itself.

5. To encourage the villagers to take up income generating assets, the Rural Development department should give proper guidelines and innovative ideas to the villagers before they select the schemes so that they take up at least some schemes, which generate income.

6. The Department should make it compulsory to audit the accounts of each village every year. This would remove doubts and suspicion among the villagers about the utilisation of funds. The banks should also intimate the VDB regarding the interest accrued to them at the end of every year.

7. The BDOs and administrative officers should properly guide the VDBs about maintenance of records and check the records frequently. The Government officials, particularly BDOs, should visit and inspect the villages frequently and give technical guidance to the villagers in the preparation of the village plans and execution of works.

8. The VDB Secretary or the members alone should not select the beneficiaries. The list of applications should be read out in a public meeting and the selection of beneficiaries should be made in the same meeting in a transparent manner. The Government should ensure that names of beneficiaries selected by the villagers are not replaced by fictitious names in the final approved list at the time of distribution of funds.

1992

Publication No. 22

**Evaluation Report on Integrated Child Development Scheme
in Nagaland**

Integrated Child Development Scheme

The National Policy for Children adopted by Government of India in 1974 states that it shall be the policy of the State to provide adequate services for children both before and after birth and during the period of growth to ensure their full physical, mental and social development. Accordingly, the ICDS was evolved and implemented in 1975. The Programme seeks to provide all basic essential service to children and mothers in an integrated manner right in their villages or wards. The package of services provided for children and mothers under the ICDS are supplementary nutrition, health check-up, referral services, immunisation, nutrition and health education and non-formal pre-school education. The 100% centrally sponsored scheme was introduced in Nagaland during 1975-76. The scheme is implemented by the Department of Social Welfare & Security. At the time of the evaluation study, there were 18 ICDS projects in operation in the rural and interior areas of the State, covering more than 1.77 lakh beneficiaries in 166 Anganwadi Centres at the village level.

The Study

The Directorate of Evaluation undertook the study on the scheme at the instance of the State Government in 1991 with the following objectives:

1. To study the working of ICDS in the State.
2. To assess the activities of the ICDS centres.
3. To assess the impact and effectiveness of the delivery of package of services in terms of adequacy of funds and supplies.
4. To suggest ways and means for effective implementation of the scheme.

Sample Size

The study covered Kohima district, Dimapur Sub-Division* and Phek district. At the project level, three project centers, namely Kohima from Kohima district, Kikruma from Phek district and Dimapur from Dimapur Sub-Division were selected by random sampling technique. A random sample of thirteen Anganwadi centres was selected for the study. Sixty-five beneficiaries were randomly selected and interviewed.

Methodology

Four schedules were designed for the purpose of this study:

- a. State level schedule was used for collection of information from the Directorate of Social Security & Welfare.
- b. ICDS Project level scheduled was used for collection of information from the ICDS Project Centers.
- c. Anganwadi level schedule was used for collection of information from Anganwadi Centre/worker.
- d. Beneficiary level scheduled was used for collection of information from beneficiary/respondents to get their views about the Anganwadi Centres.

The secondary information was collected from the officials of the concerned Department

Reference Period

Three years data from 1986-87 to 1988-89 was collected for the purpose of the study.

Main Findings

1. Important records were not maintained in the CDPOs** offices. The Anganwadi Centres did not maintain health and immunization records of children and expectant women. None of the Anganwadi workers maintained health cards or health charts in their respective area/village.
2. Some of the CDPO posts were manned by untrained persons, which retarded the implementation of the scheme. Most of the Anganwadi workers interviewed had studied up to Class VIII to IX and could not understand the voluminous Guide Book for implementation of the scheme at the field level.
3. The monthly honorarium paid was Rs.225/- and Rs. 125/- for the Anganwadi workers and Anganwadi helper respectively. All Anganwadi workers interviewed complained that the money paid to them was too meager and expressed a desire to give up the post unless there was some revision in the honorarium rate.
4. The Anganwadi centres functioned without visits/inspections from supervising officers. The CDPO and officer and staff of PHCs did not visit the Anganwadi Centers.
5. The main food items under supplementary nutrition programme were powder milk and biscuits. It was reported that energy food items were no longer distributed to the Anganwadi Centres since 1989. The supply of food items to the Centres was made at random without considering the actual requirements. Many respondents reported that the food items were not distributed on a regular basis and the quality was inferior.
6. The number of feeding days was found to differ in different centers. As per the guidelines issued by the Ministry of Social Welfare, the supplementary nutrition should be given for 300 days in a year, i.e. 25 days in a month. It was found that in most centers, the number of feedings days was between 2 to 5 days in a month. In a few exceptional

centers it was 5 to 20 days in a month. Sporadic distribution of food items was not likely to improve the level of nutrition of the malnourished children.

7. Most of the interior villages were not connected by the bus service. Lifting of materials from CDPO office to Anganwadi Centers was a major problem. The Anganwadi workers collected the materials from the CDPO's office and charged it as carriage cost to the beneficiaries at the time of distributions of biscuits and milk powder which was as very irregular and undesirable.

8. The Anganwadi centres did not undertake immunization of children. Iron and Folic Acid tablets and Vitamin A drops were not given to children at the Centre.

9. Health check-up of children, pregnant women and lactating mothers was not carried out in any of the selected Anganwadi centers. No Anganwadi worker maintained the growth chart manual or assessed the correct age and weight of the children.

10. Non-formal and pre-school activities were not carried out properly at the selected centers. Some Anganwadi workers claimed that the number of classes held were for 2 to 10 days in a month, while the respondents reported that such activities were hardly/rarely taken up in the centers. Some Anganwadi workers did not know that these were an important function of the ICDS.

Recommendations

1. Maintenance of all data and records should be given priority treatment by the Social Welfare Department without which progress and success of the scheme cannot be assured.

2. The minimum educational qualification for Anganwadi workers should be matriculate and they should be given a course in ICDS. The worker should be, at least in a position to understand the guidebooks for field implementation. The monthly honorarium of the Anganwadi worker and helper should be raised to Rs.1000/- and Rs.450/- respectively.

3. The CDPO should visit/inspect the Anganwadi centre on a regular basis.

4. The vehicle at the disposal of the Department should be properly utilised instead of making the beneficiaries bear the cost of carriage of materials from the CDPO's office to the Anganwadi centres. The carriage charge should be borne by the concerned Department and not charged from the beneficiaries.

5. The Directorate should ensure that health check up and immunization of the children and pregnant women are included in the activities/services of the Anganwadi centres. Health charts should be maintained properly for each child in the manner prescribed.

6. The Directorate should take steps to follow the norms regarding the number of feeding days .The children of target group should be given supplementary nutrition every day except on general holidays. Food items rich in vitamins and proteins should be included. The Directorate should make efforts to check the random supply of food materials to the various Centres and ensure that it reaches the target group.

7. Care should be taken that only the target group of children who are truly malnourished and are from poor section of the society should be selected as beneficiaries.

Evaluation Report on IRDP in Tuensang District Integrated Rural Development Programme

The objective of the IRDP is raise the poorest families in the rural area above the poverty line on a lasting basis by giving them income generating assets and access to credit and by providing gainful employment through optimum utilization of local resources and other inputs. The Programme was launched in Tuensang in 1978-79 and covered six blocks in the District.

The Study

The Evaluation study was conducted by the District Evaluation Office, Tuensang, at the instance of Tuensang District Planning & Development Board during 1996 with the following objectives.

1. To study the working and progress of the Programme. In particular, to examine whether the intended benefit has gone to the targeted population, were beneficiaries identified correctly, was there proper utilisation of assets provided to them and whether proper implementation of the Programme in the field.
2. To study the impact of the Programme on the targeted families and study to what extent the Programme has increased the income and brought improvement in the standard of living.
3. To analyse the problems and difficulties if any.
4. To suggest measures for improving the organisational and functional efficiency.

Sample Size

Out of 7 blocks in Tuensang district, 5 blocks were selected for the study, namely, Longleng, Sangsangyu, Noklak, Shamatorand Kiphre. Two villages from each block were selected. Ten beneficiaries from each village were randomly selected for interview. The sampling was based on the beneficiary list of 1985-86, 1986-87 and 1987-88. In total 100 beneficiaries were selected by random sampling technique.

Main Findings

1. The organisational arrangement was not result oriented. There was limited manpower available at the block level offices. As a result, it was not possible for the staff to do their assigned works, i.e., to give technical guidance, inspect the work and give completion report for the drawl of money, etc for all the schemes under implementation in their blocks.
2. The Department did not fix any specific physical target or any target about the number of beneficiaries to be covered in a particular year.
3. Proper identification of the beneficiaries was not done. The VDB members selected beneficiaries as they wished, without holding an open meeting for selection among the poorest of the poor. 40.5% of the beneficiaries interviewed were persons from higher income class who were not entitled under the Programme.
4. It was reported that the Block Development Officers disbursed amount sanctioned for 1727 households to 1944 persons, giving unauthorized benefit to 217 households. By dividing the amount in more number of persons, none of them could utilise (the smaller amount) for setting up gainful project /scheme.

5. 19.11% of the respondents/beneficiaries received amounts of subsidy which was lesser than as stated by the official records. In most of the cases, in all the blocks, it was reported that diseased animals were supplied which all died.

6. All the schemes /projects implemented by the IRDP are also implemented by other departments such as Agriculture, Horticulture, Irrigation, Veterinary & Animal Husbandry, Sericulture, Forest and Fisheries. The duplication of programmes led to misuse of funds. As each Department worked independently, some persons got benefit from various Departments for a particular project. It was also observed that persons who did not have any schemes actually established on the ground also received benefit under the Programme.

7. About 26% of the selected beneficiaries who were below the poverty line were raised above the poverty line after the IRDP assistance.

Recommendation

1. To avoid wrong selection of beneficiaries by the VDBs and for proper selection of deserving beneficiaries, an accurate survey should be conducted with the help of the administrative officers of the area along with the BDO and other technical staff. The selection of beneficiaries should be done from the list thus prepared by the survey. No name outside the list should be added.

2. To ensure that the Programme is successfully implemented, the Agency should have its own separate technical staff, who are under its control. By depending on the BDO and his staff for supervision and implementation, the Programme was not able to achieve the desired objectives.

3. To ensure that the full amount of the sanctioned subsidy reaches the actual beneficiaries, the Department should issue bank drafts/cheques to the beneficiaries instead of handing over cash through middlemen.

4. To avoid misuse of fund, the Village Council Chairman and the VDB Secretary should certify the correctness of each case before the release of money.

5. Considering the purchasing power of money and the rising prices of all essential commodities, there should be an upward reversion of the annual income limit of Rs.35007- to determine the people who live below the poverty line.

Evaluation Report on Coffee Plantation Scheme in Phek District

The Coffee plantation programme started in Nagaland in 1982-83 to help coffee growers to raise their standard of living, generate income and provide employment opportunities to unemployed rural population. It was introduced in Phek district in 1985-86.

The Study

The District Evaluation Office, Phek, carried out the evaluation in 1992 at the instance of the Phek District Planning and Development Board with the following objectives:

1. To assess the working and the progress made.
2. To assess the impact of the scheme on the rural population; and
3. To ascertain its shortcomings and difficulties and suggest possible measures for removing them.

The main focus of the enquiry was on the physical performance of the implementing agency and its impact on the beneficiaries/rural population. The study does not bring out administrative problems faced by the implementing agency.

Sample Size

In Phek District, 38 villages and 3 towns were practising coffee plantation at the time of evaluation in 1991 -92. A purposive sample was taken for the study, comprising of 2 towns (Phek Town and Chetheba Town) and 8 villages (Phek Village, Phek Basa, Chosaba, Chipoketa, Khuza, Chizami, Kikruma, and Chazuba village). The sample was selected in such a manner that the study covered all the Sub-Divisions in the District by taking at least 1 village or town from all the Sub-Divisions where the scheme was under implementation. In total, 36 beneficiaries were interviewed to assess the impact of the scheme.

Methodology

Two schedules were constructed for collection of primary and secondary data. Schedule I was used for collection of information from the beneficiaries. Schedule II was used to collect information from the implementing agency.

Reference Period

The reference period extended from the introduction of coffee plantation scheme in the District to a period of 5 years (i.e. 1985-86 to 1989-90).

Main Finding

1. No target group was fixed for selection of beneficiaries for granting benefit under the scheme. About 50% of the beneficiaries were VCC Chairmen, VDB Secretaries and public leaders.
2. Though the subsidy under the scheme was given as assistance in establishment of the scheme by the beneficiary, it was found that 99% of the beneficiaries expected that the Department should completely finance all their requirements for the scheme.
3. As per the official record, coffee seedlings and Rs.50007- were disbursed to all the beneficiaries. During field investigation it was found that of the 36 beneficiaries

interviewed, only 12 beneficiaries reported to have received the amount as per the official record. Some beneficiaries had received Rs. 250/- as against the official record of Rs. 5000/-. The failure of the scheme was mainly due to non-receipt of the actual subsidy amount to the beneficiaries.

4. Some of the beneficiaries reported that the coffee seedlings for planting were supplied late/at the wrong time by the Department. Though the seedlings should be planted in May and June, the Department supplied the seedlings by late August and September. Therefore, the survival rate of the seedlings was low.

5. As per official record, monthly inspection out of the coffee farms of the beneficiaries was carried. In contrast, the beneficiaries reported that in 5 years the officials had visited only once or twice. The implementing officers prepared completion reports from their offices without undertaking field verifications.

6. No beneficiaries received training in coffee plantation. No members of the staff of the implementing department had specialised in coffee plantation.

7. Black and loamy soil is best suited for coffee plantation. It was found that only 20% of the beneficiaries were operating on the prescribed soil and climatic conditions.

8. Out of the total of 44,950 plants reported planted by the beneficiaries, 18,412 plants died due to various reasons such as late supply of seedlings, unsuitable climate and soil, destroyed by animals, insects and by burning jungles, etc.

9. A subsidy amount of Rs. 70 lakh had been disbursed to the beneficiaries from 1985-90. After physical verification and interview of the sampled beneficiaries, it was found that only 4.5kgs of coffee beans had been produced in the District, though the fruiting was expected to start from the 3rd year (1988) onwards. No beneficiary was seriously considering development of coffee plantation.

10. It was found that 86% of the sampled beneficiaries were implementing the scheme on trial basis. Most of the beneficiaries had received information that the Government was giving subsidy under the scheme and had applied with the aim to get the subsidy amount and not with the intention to start coffee plantation on a large scale.

Recommendations

1. The officials should undertake proper scrutiny and identification of the applicants, spot verification of the land owned by them and ensure that the work had actually been started by them before disbursing the subsidy to the beneficiaries.

2. The officials should test the soil and climatic conditions of the area before giving seedlings or subsidy to the beneficiaries.

3. The Department should ensure that the subsidy and other benefits reach the persons to whom it is granted.

4. Instead of supplying coffee seedlings, seeds may be distributed to the beneficiaries along with training on how to make the coffee bed. This would result in plantation at a correct time and also reduce the transportation charges of seedlings.

5. For successful implementation of the scheme, the officials should inspect the coffee farms at least twice a year.

6. Short term training courses should be conducted every year for staff and the beneficiaries for successful implementation of the coffee plantation scheme.

7. The Department should study the reasons behind delay in fruiting of coffee trees in all the villages and towns of the District and take corrective steps.

8. "Tizu Area" was the only area, which showed some success in coffee plantation due to warmer climatic conditions. This area alone should be considered for successful coffee plantation in the District.

1996

Publication No. 25

Evaluation Report on Primary Health Centres in Phek District Primary Health Centres in Phek District

The Primary Health Centres (PHCs) provide medical and health care facilities to the rural population and also educate them in aspects relating to preventive and promotive health care. In Phek district, the first PHC was started in the Fourth Five Year Plan at Chozuba. By the end of the Seventh Five Year Plan, there were 3 PHCs and nine Sub-Centres in the District.

The Study

The study was conducted in 1992 by the District Evaluation Office, Phek, at the instance of Phek District Planning and Development Board with the following main objectives:

1. To assess it's working and progress.
2. To assess the impact of the scheme on the rural population
3. To ascertain its shortcomings and difficulties and suggest possible measures for removing them.

Due to non-availability of financial data, the analysis of the financial performance of the PHCs and Sub-Centers were not attempted in the report.

Sample Size

Two PHCs (Chozuba and Meluri) and 2 sub-centres (Waziho and Yoruba) were selected for the study. Three to 6 respondents were interviewed from each PHC and 2 to 4 from each sub-centre region. In total, 15 respondents were interviewed for their views and comments.

Methodology

Primary data was collected with the aid of 2 structured schedules. Scheduled I was used for collection of information from the PHCs and sub-centres. Scheduled II was used for collection of information from respondents for their comments on the

Reference Period

A 2-year period was taken for the purpose of the study, viz.1988-89 and 1989-90.

Main findings

1. The PHCs and sub-centres selected for the study did not maintain proper records. Meaningful and proper assessment of the progress of PHCs and Sub-centres was not possible without the availability of records.
2. The evaluation team came across a peculiar practice called 'attachment of staff whereby staff for a particular centre was attached to another centre. The Medical Officers (MOs) in-charge of their respective centres stated that the centres faced difficulties due to attachment of staff meant for their centres to other centres.

3. Contrary to Medical Department records, some centres were non-existent. For example, Phunguru Sub-centre was not functioning since 1988 though, the district headquarters reported the existence of Phunguru sub-centre.
4. All centres reported that the supply of medicines was insufficient to meet their requirements. The purchase of medicines was made by the Directorate without consultations with the MOs of the PHCs regarding their requirements of different medicine. The little quantity of medicines received by the PHCs was not as per the indents placed by them or as per their requirements.
5. The facilities for storing the medicines and equipment were inadequate in all the centres.
6. 60% of the respondents reported that the staff at the centres was in the habit of absenting themselves from duty for days together. The public therefore faced difficulties, particularly at the time of emergencies. The evaluation team found most of the staff absent on the days of visit to the centres.
7. The performance of both the sampled PHCs on the family planning programme and its impact on the general public was found to be encouraging.
8. The performance of the PHCs/SCs with regard to environmental hygiene was virtually negligible. The staff and Medical Officer in-charge appeared unaware of this aspect of their duties. Except for PHC Chozuba, the other centres had not done anything toward imparting health education among the public. The performance of the PHCs in the field of school health was also discouraging.

Recommendations

1. The Directorate of Health Services and its district level office should take effective measures to ensure proper maintenance of records at the PHCs and the Sub-centres.
2. The practice of attachment of staff meant for one centre to another centre was very irregular and should be discontinued. 'Attached' staff should be sent back to their original centres.
3. The Directorate should look into the non-functioning/non-existence of the centers, which were reportedly functioning as per the records and take corrective measures to stop such irregularities.
4. The Directorate should check the stock verification and indent placed by all the PHC and Sub-centres and obtain their likely requirements for the medicines before effecting the purchase and distribution of medicines.
5. The Department should enforce discipline and punctuality in attendance of the staff of all the centres.
6. Availability of vehicle at the PHC, Meluri, served the interest of the public in terms of lifting of serious cases to bring to the PHC or their transportation to the District hospital. A vehicle should also be provided at PHC Chozuba to provide this facility/advantage to the people of that region.

Quick Evaluation Report on Doyang Hydro Electric Project in Wokha District**The Doyang Hydro Electric Project**

The Doyang Hydro Electric Project is located in Wokha district. The catchment area of the project is 2006 Kms. The main source of water for the project is river Doyang and its tributary Chubi. The project was sanctioned by the Planning Commission, in 1983, for an estimated cost of Rs.96.81 crores for construction by the North Eastern Electrical Power Corporation (NEEPCO). The project envisages the installation of 3 units of 25 MW each.

The Study

The study was undertaken at the instance of Hon'ble Minister Planning & Go-ordination in 1993 to determine the remedial measures required for expeditious progress of the project. The main focus of the enquiry was as under.

1. The physical progress made so far.
2. The progress made in land acquisition.
3. Year wise financial target and achievement.
4. The problems and weakness, if any.
5. Miscellaneous inter related issues.

The evaluation report was to be submitted within a period of twenty days.

Main findings

1. The required area of 8,418,58 acres proposed to be acquired for the project had been acquired. No additional area was proposed for acquisition.
2. The actual expenditure on land compensation was Rs.25.93 crores as against the original estimate of Rs.5.65 crores. The delay in land compensation survey (under the Additional Commissioner, Wokha) was the main reason for increased payment on land compensation and the delay in the completion of the project in time.
3. The NEEPCO claimed that about 20% of the civil works had been completed at an expenditure of Rs. 94.23 crores. On physical verification it was found that even 50% of the civil works had not been completed.
4. The NEEPCO claimed that 90% of infrastructural electrical works had been completed at the cost of Rs.5.25 crores. Another Rs.90.00 crores were required to complete the remaining electrical works. Physical verification found that except for placement of order for supply of powerhouse machinery, no major electrical works had started. The delay in electrical works was mainly due to delay in acquisition of land and non-completion of civil works.
5. The cost of the project was estimated to be 96.81 crores in 1980. It was revised to Rs. 166.65 crores in 1989 and again revised to Rs.343.27crores in 1993. At the rate of progress of work, the estimated cost was likely to be revised at least once more.
6. As per the field investigation, the likely date of commissioning all the 3 units was September 1996, as against the originally proposed date of June 1992.

Recommendations

1. The road from Doyang to the railhead at Forkating should be improved for easy transportation of construction materials and equipment.
2. The Government should ensure that security and law and order is maintained at the project area.
3. The full requirement of fund should be made available to the project for its early completion. Some of the firms had refused to proceed with their works at the old rate and terms and conditions, as the site was not handed over to them for some years. The necessary negotiations or call for fresh tenders for award of work should be done so that works can be started at the earliest.

1996

Publication No. 27

A Quick Evaluation Report on Wazeho Mini Cement Plant in Phek District

Wazeho Mini Cement Plant

The setting up of a 50 tonne per day (TPD) capacity Mini Cement Plant at Kikehegwe, in Phek District, based on Wazeho limestone deposits was approved by North East Council in 1982. The execution of the project started in 1982. Tentatively, the project was proposed to be commissioned in 1987. At the time of the evaluation study, the project was producing 10 tones per day on trail basis.

The Study

The evaluation study on the working of Wazeho Mini Cement Plant was taken up at the instance of Hon'ble Minister Planning and Co-ordination. The Evaluation Directorate was directed to prepare and submit the report within 2 weeks time. The evaluation was therefore taken as a quick study to provide an overview of the project activities.

Main findings

1. By the end of 1988, about 95% of the civil works were complete. However only 40% of the machinery was supplied and installed. A court case was going on between the agency of NEC, M/S NEITCO and its sub-contractor M/S Movers Pvt. Ltd. for the supply of the machinery.
2. Some balance works were required to be done for completion of the project, which required an estimated expenditure of around Rs.42 lakh.
3. The main problems faced by the project were:
 - a. Irregular power supply, which affected the quality and quantity of production.
 - b. Non-availability of spares in the market.
 - c. Non-availability of two essential raw materials, Coke-Breeze and gypsum,

Recommendations

1. The NEC should try to get an early court verdict so that the supply and installation of machinery is completed.
 2. The shortage of raw materials should be avoided by placing the requirement indents within a reasonable time to the suppliers of the raw materials.
 3. The power department should ensure regular power supply to enable the factory to run economically on commercial basis.
- Sufficient fund should be given for purchase of spare parts.

All the government departments should be directed to purchase cement from the project.

1996

Publication No. 28

Evaluation Report on Village Development Boards Programme in Mokokchung District

The VDB Programme

The Village Development Boards Programme was introduced in Nagaland with the objective to bring all round development in the rural areas with direct involvement of the rural people. The VDB consists of members representing all clans including at least a woman member chosen by the Village Council and one literate member who is chosen as the Secretary. The VDB prepares a tentative Village Plan every year within the allotted fund according to the model schemes prepared by the Directorate of Rural Development and also undertakes the responsibility of management of the Village Community Fund.

The Study

The Evaluation Directorate was entrusted to undertake district-wise evaluation study of the VDB Programme. The District Evaluation Office, Mokokchung, conducted the evaluation study on the VDBs in Mokokchung during 1993. The main objectives of the study were :

1. To study the working of the VDBs and their progress.
2. To assess the people's participation in the preparation of the Village Plan.
3. To ascertain how the VDBs maintain their fixed deposits and the utilisation of year wise allocation of funds.
4. To study the difficulties/problems, if any.
5. To suggest possible measures for improvement.

Sample Size

Out of the 3 Blocks in Mokokchung District, Ongpangkong Block, was selected for the purpose of the study. Out of the 18 villages in the selected Block, 5 villages were randomly selected, viz., Ungma, Settsu, Mokokchung, Chuchuyimpang and Khensa. Ten respondents from each sampled village were selected for interview.

Methodology

The primary information was collected from Secretaries of the VDBs, Village Council members, selected knowledgeable persons and general public through a structured schedule. The secondary data was collected from the office of the Deputy Commissioner, Mokokchung, State Bank of India Mokokchung, Block Development Officer Ongpangkong and other official documents.

Reference Period

The reference period of the study was from 1985-85 to 1987-88.

Main Findings

1. The funds were allocated to the villages by the Rural Development Department based on the number of the tax-paying households in the village. It was found that the villages were not maintaining any lists about the households in the village.
2. It is found that the expenses of the tours of VDB Secretaries, were being met from the Village Council Fund, which was inappropriate.
3. It was found that villagers who had taken loan from the fixed deposit were not repaying the loan. This was not a healthy sign for the successful implementation of the scheme.
4. The V.D.B. accounts were checked and audited by the Village Council members and not by the Rural Development Department officials.
5. The Secretaries of the VDBs were not maintaining the necessary registers and files to record the various activities of the VDBs. All the VDBs were maintaining only the cashbook.
6. The villagers took part in the VDB activities by contributing physical labour towards construction of community hall, approach road, footpath, football grounds, etc.
7. All the 50 respondents expressed awareness about the existence of the VDBs. Thirty-five were aware of the Village Plan and 6 were taking part in its preparation. According to the respondents, the Village Plan was prepared as per the needs of the people. It was reported that 102 persons got financial assistance for land development, horticulture development, animal husbandry, etc. through the VDBs. Forty-six of the respondents reported that the implementation of the VDB programme improved the living condition of the villagers.

Recommendations

1. The administrative officers should insist on the maintenance of household register by the VDBs for verifying the number of households in the village.
2. Some amount of honorarium or Traveling Allowance should be given by the Rural Development Department to the VDB Secretary to perform tours and other duties.
3. The villagers should be encouraged to take loans from the fixed deposit amount, but at the same time, the repayment of the loan should be strictly enforced.
4. To avoid mismanagement of the Village Community Fund and for proper maintenance of accounts, officials of RD Department who are knowledgeable about accounting should be associated with the auditing of the VDB accounts. Annual auditing of the VDB accounts should be strictly enforced.
5. The Department should prepare and bring out a uniform system of maintenance of record by all the VDBs in the State. The Chairman of the VDB should insist on maintaining all the required records in a systematic manner.

Evaluation Report on Schools in Phek Town Education facilities in Phek District

At the time of evaluation study, Phek district had two colleges of pre-University standards, seven Government High Schools, thirty Government Middle Schools and ninety-three Government Primary Schools along with a number of privately run schools. Phek town, the headquarters of the District, had seven schools of which two were Government schools and five were private schools.

The Study

The study was undertaken by the District Evaluation Officer, Phek at the instance of the Phek District Planning and Development Board to assess the progress made in the field of education up to high school level and its impact on the people of Phek town. The study was conducted with the following main objectives.

1. To examine the progress made in the field of education in the various schools at Phek Town.
2. To study the conditions and arrangements under which the programme of Elementary Education is being implemented.
3. To study the impact of the Programme on the people.
4. To study the problems and weak spots.
5. To recommend measures necessary for the effective working of the Programme.

Sample Size and Methodology

Five of the seven schools at Phek town were taken as the purposive sample. The methodology followed included interviews and discussions with the school authorities and students. Primary data was collected through two structured schedules. Schedule I was used for school authorities and Schedule II was used for students.

Main findings

1. Though the Government Upgraded Middle English School was approved for up-gradation up to class VIII standard in 1986, it was still running classes up to Class V only. This was because despite repeated reminders, the State Government had not taken any action towards construction of school buildings, posting of new teachers and up-gradation of the school. As the Government Higher Secondary School was from class VII onwards, the students passing class V were compelled to study class VI privately before seeking admission in the Government Higher Secondary School.
2. All the schools had their own buildings, though not up to the desired standard. Toilets and water facilities were lacking in the schools. The Government Middle School lacked all required facilities. The partition walls between the classes had been damaged and the students were practically sitting in a single room.
3. Except in Government Higher Secondary School, all the schools did not have science laboratory or library of their own. The library of the Government Higher Secondary School was also inadequate and lacked proper maintenance.
4. There were a total of 78 teachers in the five schools examined. Of these teachers, only seven were reported to be trained or having a Bachelor of Education (B. Ed.) degree. The remaining 71 were untrained teachers.

5. All the sampled schools showed commendable performance regarding the percentage of students who passed the final examination. The results of the privately run schools were better than those of Government schools.
6. Except for Government Higher Secondary School, all other schools did not participate in any district level tournament of games/sports. All the schools reportedly organised annual games within their respective schools. Participation in district level tournaments or higher levels involved considerable amount of expenditure, which acted as a hindrance to participation.
7. After examining the total population of Phek Town with the availability of five private and 2 Government run schools, the evaluation team considered the existing schools to be sufficient to accommodate the students of Phek town.

Recommendations

1. The Government should take immediate measures towards upgradation of the Government Upgraded Middle English School (GUMES), at least to the standard of Class VIII to reduce problems for the students desirous of taking admission to the Government Higher Secondary Schools from GUMES.
2. All the schools should provide at least the minimum facilities to the students, such as safe drinking water, toilets and proper classrooms.
3. Schools, both Government and private, having classes of standard VII onwards should have a Science Laboratory.
4. The school authorities should ensure that library facilities are available to the students. Even if the Private Schools require some time for establishment of libraries of their own due to financial difficulties, the libraries in the Government Schools should be improved at the earliest.
5. Teachers' training is very important for equipping them to impart effective and purposeful teaching. Therefore, more facilities for teachers' training should be provided.
6. The school authorities should provide sports goods to the students. The availability of the same at the time of the evaluation was not up to the desired level.

1988

Publication No 30

Evaluation Report on Referral Hospital at Dimapur, Nagaland.

The Referral Hospital

There is a wide disparity between the people of Nagaland and the rest of the country in respect of specialised medical care. With this consideration, the establishment of 500-bedded Referral Hospital at Dimapur was approved in 1984 and the construction work started in 1988. The main objectives of the Referral Hospital, Dimapur as conceived, were to serve as the apex hospital in the State by providing specialised diagnostic and therapeutic services to Nagaland and the neighbouring states and contain the flow of referred patients for treatment outside the State. It aimed to provide employment opportunities to the educated youth and create facilities for converting the hospital into a Medical College.

The Study

The project was supposed to be complete and functional by November 1993. But, even after 9 years, in 1995 (when the study was conducted), only spadework had been done

with a total expenditure of about Rs 34,94,52,072/- (excluding land expenditure). The evaluation study was undertaken as a snap study at the instance of the Hon'ble Minister Planning & Co-ordination in June 1995. The study aimed at a realistic appraisal of the progress of construction and its problems.

Methodology

Secondary information on the programme, policy, views, etc., were obtained through personal interviews and discussions with the concerned Department's officials. A structured schedule was used for collection of primary data.

Main Findings

1. The Government had constituted a High Power Committee under the chairmanship of Minister Health and Family Welfare. All policy matters relating to the Referral Hospital rested with this High Power Committee. The Medical Directorate reported to have merely kept a record of the minutes of the High Power Committee and the progress reports. There was no specific cell in any Department for keeping all the records systematically regarding the Referral Hospital. Different offices maintained the information and records independently, which was difficult to reconcile.
2. The works on the Referral Hospital was showing slow progress. It was still in the initial stage after spending Rs 33,58,41,754 on construction works alone. At the rate of progress the revised cost estimates were expected to be revised again. The completion of the project within the revised time schedule of completion (by 1994) was doubtful.
3. For the project about 103 acres of land had already been acquired. The Medical Department was of the view that a minimum additional area of 30 acres was required to be acquired for housing for which an approximate amount of Rs 79.86 lakh was required.
4. No State government department maintained any records of land acquisition for the Referral Hospital, such as total area actually acquired, names of the land owners, amount paid to each land owner, total amount spent on land compensation, etc. Even the Additional Deputy Commissioner, Dimapur who actually acquired the land did not maintain the record. Personal visit to the office of ADC, Dimapur, found that no records of land acquisition could be traced out.
5. The limited fund provided for the Referral Hospital was utilised unrealistically by taking too much of advance action such as purchase of vehicles, purchase of mattresses, pillows, filters, furniture and furnishing for the Hospital. These purchases were a waste as the building was likely to take a decade or more for completion and commissioning.

Recommendations

1. The government should trace out the documents or reconstruct the documents relating to land acquisition at the earliest and keep them properly to avoid land disputes between the landowners and Government in the future.
2. At the rate of allotment to the project it was likely to take another 2 to 3 decades to complete the construction works. The State Government should take up the matter with the Central Government for treating the Referral Hospital as a special project for the State and ensure adequate fund provision. Alternately, the Government should find a suitable private company/ group to take over the project for completion.

**A Quick Concurrent Evaluation Study Report on Likimro Hydro Electric Project
Likimro Hydro Electric Project**

The Likimro Hydro Electric project, with an installed capacity of 24 MW is located at Likimro River in Kiphire, Tuensang District. The project was scheduled for starting from the year 1989-90, but because of lack of plan allocation it could be started only in 1991-92. The project report was approved in 1994 for an estimated cost of Rs 12,673.06 crores. The project was scheduled for completion during 1997 subject to the required financial support being given to the project.

The Study

The evaluation study was undertaken in 1995 as a concurrent evaluation to assess the development of the on-going project and to point out the problems and weaknesses of the project implementation. The objectives of the study were:

- a. To assess physical progress made so far.
- b. To assess remaining works of the project.
- c. To assess year-wise financial and physical targets and actual achievements.
- d. To note the problems and weak-points, if any and suggest measures for improvement.
- e. Other miscellaneous inter-related issues.

Methodology

The primary and secondary data was collected with specially constructed schedules, interview and discussions with officials of the Power department.

Reference Period

The study covered performance of the project since its inception in 1991-92 up to July 1995.

Main Findings

1. The project was entirely shouldered by the State Government for execution as well as funding of the project expenditure. The State Government was getting money from the Power Finance Corporation (PFC), New Delhi in the form of 2. The civil works of the project were to be carried out by the Border Roads Organisation (BRO). The other project development works were to be implemented by contractors and suppliers appointed by the Power Department of the State.
3. The construction of the powerhouse had to be done by the BRO. The work had not been started at the time of the evaluation by the BRO as the amount required for the construction was yet to be deposited with them.
4. Machinery and tools, which were already delivered, were kept idle and stored in the Electrical Central Store, Dimapur, due to non-construction of powerhouse at the project site. Another consignment of machinery and tools was expected within the year of evaluation.
5. Against the Plan outlay of Rs 1800 lakhs during the financial year 1994-95 only Rs 500 lakhs was released till December 1994. All works were hampered due to non-release of funds. If the funds were made available in time, the progress of works would not be hampered and the project would be completed in a reasonable time.

6. The power supply was very irregular at the project, which hampered smooth functioning of the project work.
7. About 60% of the civil works were complete. Ten buildings and 5 one-room barracks were almost complete. The execution of the works was slow due to shortage of funds.
8. On commissioning of the project, the State Government would be relieved of the expenditure on purchase of power from the adjoining states which cost the State approximately Rs 1.27 crores per month.

Recommendations

1. The construction of powerhouse should be given top priority to facilitate installation of the purchased machinery and tools. The Department should deposit the required amount with the BRO to enable them to start the construction work as early as possible.
2. The Department should arrange to make available the fund required for the payment to the supplier of tools and machinery to enable the Department to take the delivery and install/utilise the machinery and tools.
3. More funds should be released on a priority basis to complete the works and commission the project in time.
4. A decision had been taken to hand over the approach road of 52 km from Kongmatra to Likimro Power Project to the BRO for widening and soiling. The required funds should be made available to the BRO to take up and complete the work.
5. The staff quarters should be constructed simultaneously with the project construction work to avoid present and future problems. Safe drinking water, banking and post office facility should be given at the project site for project workers/ staff convenience. Special project security guards should be posted at the project site.
6. The power supply should be given regularly and required energy provided till the project was complete and fed on its own generation of power.

Evaluation Report on Fair Price Shops in Zunheboto District Fair Price Shops in Zunheboto

The main function of the Food & Civil Supplies department is to ensure supply of essential commodities to the people at reasonable rates through the public distribution system. The requirement of food grains and other public distribution items of the District are worked out in consultation with the Deputy Commissioner and Additional Deputy Commissioner. Ration cards have been distributed to every household in the town and administrative head quarter. For the villages, the Village Councils have been given the status of fair price shops.

The Study

The District Evaluation Office, Zunheboto conducted the study at the instance of Zunheboto District Planning and Development Board in 1991-92 to examine whether any progress had been made towards the desired objectives and to assess the impact of the Programme. The objectives of the study were:

- a. To study the working process.
- b. To study the implementation and impact of the Public Distribution Scheme in the district and its impact on the people.
- c. To recommend necessary measures for improvement of the Programme.

Sample Size

The study covered 6 Central Purchase Organisation (CPO) Centres out of the 9 CPO centres under Zunheboto district, viz. CPO centres at Aghunato, Zunheboto, Satakha, Atoizu, Akuluto and Suruhuto. Five beneficiaries were selected from each centre at random for interview.

Methodology

Background material was collected from the Directorate of Food and Civil Supplies and its district headquarters office. Primary data was collected from a specially designed schedule and through discussions with knowledgeable persons and elders and interview of randomly selected beneficiaries.

Reference Period

The fieldwork was carried out in 1991-92 for 2-year reference period of 1988-89 and 1989-90.

Main Findings

1. The quantity of rice despatched as recorded by the Directorate of Food and Civil Supplies to the CPO centres did not tally with the actual receipt recorded at the CPO centres. The people of the district were thus deprived of about 39.41 quintals of rice in 2years period alone. The average receipt of rice per head per month worked out to 7 Kgs.
2. It was reported that most of the time rice was distributed on the basis of bag being equal to 100 kg rather than actual weighing. Since most of the bags did not contain even 80 Kgs, it caused losses to the customers.

3. It was observed that only rice and sugar were supplied during the 2 years under study. Other essential items such as atta, kerosene oil, mustard oil, salt, ghee, dal, etc. were never supplied despite repeated requests.

4. It was reported that sometimes, common rice was sold at the rate of super fine rice.

Recommendations

1. The Department of Food & Civil Supplies should check shortages in the supply/ receipt of rice by finding out the loopholes and ensure that the exact quota of the District physically reaches the District for distribution to the people.

2. The distribution of rice on bag basis as 100 kg should be stopped. Since most of the bags don't contain 100 kilograms of rice due to leakage during transportation, the Department should ensure distribution after weighing to the consumers.

3. As the price of common rice is less than the super fine rice, it should not be sold at the rate of super fine rice.

4. Monthly Return Report (MR) should be sent to the Directorate regularly to check against irregularities. Daily and monthly sale proceeds should be maintained clearly. The Assistant Director Supplies (ADS) should ensure that the daily sale proceeds are deposited in the bank every day.

1999

Publication No. 33

Evaluation Report on Nutrition Programme in Phek District The Special Nutrition Programme

The Special Nutrition Programme as a measure to combat malnutrition and under-nutrition among the children belonging to the lower socio-economic strata was introduced in Nagaland in 1970-71. Feeding Centres established under the Supplementary Nutrition Programme for children (up to 6 years) and expectant and nursing mothers were carried out as the Anganwadi Centres, under the Integrated Child Development Scheme (ICDS). The Special Nutrition Programme is one of the components of the ICDS. The Programme aims to render multi-purpose services such as provision of supplementary nutrition, immunisation, health check-up, referral services, nutrition and health education and non-formal pre-school education.

The Study

The District Evaluation Office, Phek undertook the evaluation study of the Nutrition Scheme in Phek District in 1995-96 at the instance of Phek District Planning & Development Board. The study was conducted with the following objectives:

- a. To assess the scheme's working and progress.
- b. To assess the impact of the scheme on the rural masses.
- c. To ascertain its shortcomings and difficulties and suggest possible measures for removing them.

Due to non-availability of financial data, the analysis of the financial performance of the Scheme was not attempted.

Sample Size

The study covered all the blocks in the District, i.e., Child Development Project Officers (CDPO) of Kikruma, Meluri, Chozuba and Supervisor ICDS of Phek Sadar in Phek district.

Methodology

Primary Information was collected through the use of three stratified structured schedules.

Schedule I was used for collection of information from the offices of CDPOs and Supervisor.

Schedule II was used for collection of village level information from the Anganwadi workers.

Schedule III was used for collection of views/comments of the general public on the working of the Nutrition Scheme.

The secondary information was collected from the Directorate of Social Welfare & Security, Kohima.

Reference Period

The study was conducted for a 3-year reference period from 1990-91 to 1993-93.

Main Findings

1. All the Centres in all the villages were having Anganwadi sheds. Some of the villages were having more than one Anganwadi shed depending on the population and area of the village.
2. 99% of the beneficiaries reported that the concerned department supplied inferior quality biscuits. All the centres reported that the items supplied were on the discretion of the Directorate of Social Welfare & Security. No centre in the District distributed the required quantity and quality as per scale laid under the Scheme. In most cases the food material was distributed only once within a space of 3 months as against the prescribed daily scale
3. Transportation was the most difficult task in the District. Most of the Anganwadi Workers (99%) carried away the food stuff/ materials they received from their respective CDPOs/ Supervisors on foot.
4. All the sampled beneficiaries were satisfied with the performance of the Anganwadi workers. However, the Anganwadi workers did not carry out some of their duties, i.e., identify and report their findings to their respective centre about the malnourished expectant and nursing mothers and children, children with Anaemia and Vitamin A deficiency, main nutritional problems of the community, collection of information about locally available food, food habits, etc and arrange and conduct meetings of mothers for training them. These important functions of the Anganwadi workers were not attended to nor did they seem aware that they were required to carry out these functions.
5. Number of visits by the field workers to the villages was not upto the satisfaction of the villagers. The respondents were not satisfied with the performance of the field workers in educating the rural masses in different aspects on Nutrition Scheme
. 90% of the Anganwadi workers were under matric and some had studied only upto Class VI. All the three CDPOs had undergone 3-month training course outside the State. All the CDPOs and Supervisors of the District had attended short-term trainings. All

Anganwadi workers were untrained staff, who had received 1 or 2 days verbal instructions received at the time of appointment.

7. Most of the centres did not maintain the records or kept it in a haphazard manner.

8. Mid-Day Meal Programme for school going children of 6-11 years was introduced from 1974-75 under the Nutrition Scheme. However the Programme was not operating in the District.

Recommendations

1. The food materials supplied by the Department of Social Welfare and Security should be of good quality and should be given in the prescribed quantity in order to achieve the objectives of the scheme.

2. The training of the field staff, particularly Anganwadi Workers should be conducted at least once in a year so that the type of work they are supposed to do, changes (if any) in the scheme etc. can be imparted to them.

3. The Anganwadi Workers should have at least read up to the standard of matriculation or above. At the same time, their honorarium should commensurate with their qualifications.

4. The Department should ensure systematic and proper maintenance of records by every centre and in every village.

1999

Publication No. 34

Evaluation Report on Survey on Rural Savings & its Utilisation in Mon District

The survey on rural savings and its utilisation in Mon was carried out by District Evaluation Office Mon at the instance of the Mon District Planning and Development Board to have an idea on the extent and intensity of the rural poverty and the capacity of the poor to accept development programmes. The objectives of the survey were:

1. To determine the small savings.

2. To study the socio-economic profile of the selected rural households.

3. To trace out the sources of income and its utilisation.

4. To assess further saving potential if any.

Methodology and Sample Size

One village was selected for the survey. After listing all the households of the village, every 16th household was selected in the sample. In all eleven households were selected as the sample. Primary data was collected directly from the selected respondents by the use of household interview schedule.

Reference Period

The reference period for the survey was the year 1992-93.

Main findings

1. All the eleven households had dry, unirrigated land and were cultivating cereals.

2. The total reported annual family income (from all sources) of the eleven households was Rs 93,030 with an average annual income of Rs 8,457.20.

3. The annual consolidated expenditure of the eleven households was Rs 1,56,830/- with Rs14,075/- as the average consolidated expenditure. Out of the consolidated expenditure, Rs1,332/- was spent, on average, on Operational Expenditure (on major and sub occupation) and Rs 14,562/- was the annual average domestic expenditure.

4. Four of the eleven households reported to be in debt. The main reasons were stated to be debt for food and festival.

5. High dependency and shortage of food were cited to be the main reasons for not saving.

2000

Publication No 35

A Quick Evaluation Study Report on Soil and Water Conservation Programme in Zunheboto District

Soil & Water Conservation Programme

The Department of Soil & Water Conservation has been dealing with the problems of soil erosion and water losses by taking up programmes such as terracing, contour bunding, orchard development, agro forestry, protection and control of land slides, etc. The main cause of water and soil degradation in the State is Jhum Cultivation, which destroys forests and brings land erosion and low productivity. The Government has launched the Programme with the view to protect the land and retain the soil nutrients for productive agriculture. The activities undertaken include the Centrally Sponsored Watershed Development Project in Shifting Cultivation Area (WDPSCA) and State Sponsored Integrated Watershed Management Project (IWMP) and the Extension Scheme.

The Study

The District Evaluation Office, Zunheboto under technical guidance from the Evaluation Directorate undertook the evaluation study in 1997 at the instance of Zunheboto District Planning and Development Board with the following objectives.

1. To study the working of the Programme in the district.
2. To study the impact of the Programme on the people.
3. To suggest measures for effective implementation.

Sample Size

Out of the eight areas of the District, 3 areas were selected, viz. Zunheboto headquarters, Aghunato and Akuluto. One village/town was randomly selected from each of the 3 areas.

Methodology

Primary data was collected by the use of two questionnaires- District level and Beneficiary level Schedules. The beneficiaries interviewed were for the year 1993-94.

Reference Period

The study was undertaken for the year 1993-94.

Main Findings

1. Maintenance of records was poor. Record on number of schemes implemented, number of persons benefited with their address, amount of subsidy distributed to each beneficiary was not available in the office. Therefore, systematic evaluation could not be conducted. No records were maintained regarding year-wise information on list of beneficiaries, Departmental physical and financial target and achievement on any of the soil and water conservation schemes of State and Central government. The only record available was on grant of subsidy under land development (State Sponsored Scheme) for 1993-94.
2. Zunheboto Town: As per record 15 beneficiaries were given subsidy during 1993-94 amounting to Rs 13500/-for developing 5.62 hectares of land. Not a single address or identification of the 15 beneficiaries was recorded. The evaluation team could not locate any beneficiary. A doubt existed whether the scheme was actually implemented and whether the deserving persons benefited.
3. Sukhalu Village: A subsidy amount of Rs 20,000/- was granted to 7 beneficiaries against development of eight hectares of land. All 7 beneficiaries were from one family only. No other villagers were selected for grant of subsidy in the village.
4. Aghunoto:
 - a. As per records, 6 persons were given subsidy. In practice, 4 persons were given actually selected from the town. The office drew the money against 2 fictitious names and utilised the money for payment of charcoal bill of the office for which it had not get the sanction from the Government during 1993-94.
 - b. An amount of Rs 40,000/- was sanctioned by the Government for Aghunoto area, under contour bunding scheme during 1993-94. The entire sanctioned amount was drawn from the Treasury. However, only 1 beneficiary was paid Rs10,000/- against the sanctioned amount of Rs12,000/- in his name. No one in the office could give any indication how the remaining amount of Rs30,000/- was utilised or to whom the money was paid. The villagers of Tsukomi confirmed that the balance amount was not paid to any villager.

Recommendations

The Department should ensure that the records are maintained properly in the offices. The irregular practices adopted in the drawl, disbursal and misutilisation of the subsidy amounts should not be allowed in the interest of the schemes.

Evaluation Study Report on Immunisation of Children Programme in Nagaland Immunisation of Children Programme

In order to accord high priority to prevention of childhood diseases, the Government of India has included the programme on Immunisation of children as an important part of the 20 Points Programme. The Immunisation Programme, implemented by the Department of Health and Family Welfare, was initiated in Nagaland in 1978 in some urban towns. In 1988-89, the entire State was brought under the Universal Immunisation Programme.

The Study

A review meeting on the 20 Points Programme of all the Northeastern States was held at Guwahati on 7th and 8th February 1996. The Secretary to Government of India, Ministry of Programme Implementation, New Delhi, had directed all the 7 Northeast State Governments to conduct quick evaluation studies on the programme of Immunisation of children for assessing the progress and extent of implementation of the scheme. The study was undertaken by the Evaluation Department with the following main objectives:

1. To study the working of the Programme.
2. To study the progress made in the field of immunisation of children.
3. To assess the awareness of the general public on the Programme.
4. To study the bottlenecks and problems, if any.
5. To suggest measures for effective implementation of the Programme.

Sample Size

All the Districts in the State (then 7) were selected for the purpose of the Study. Nine villages and 1 town were selected randomly from each district for field investigations. Thus, seventy villages, having 68,435 households with 4,47,388 population were covered in the study. Seventy Village Council/Town Committee Chairmen and 700 households were selected for interview.

Methodology

Three stratified schedules were constructed for collection of data. Schedule I was used to collect data at the State level from the Department of Health Services.

Schedule II was used for collection of information from the respondents Schedule III was used to obtain information from the Chairmen Village Councils/Town Committee relating to the Village/ Town.

Reference Period

The reference period for the study was from 1992-93 to 1995-96

Main findings

1. During the reference years' funds were provided for the immunisation programme only during 1993-94. Not a single purchase of vaccines and equipment was made during the

other 3 years. This indicated that adequate attention had not been paid to the immunisation programme.

2. The Department could achieve only one third of the target on immunisation of children during the 4 reference years.

3. The performance of DPT vaccination was not encouraging. The Department had not maintained separate records on 1st, 2nd and 3rd doses. The study revealed that more than 50% of the children did not take DPT immunisation. The Tuensang district showed the most discouraging achievement where only 3 out of 336 children took DPT immunisation.

4. As per the respondents, the progress made in Oral Polio Vaccine (OPV) was satisfactory. This was mostly due to the Pulse Polio Immunisation (PPI) Programme of the Government of India implemented through out the country on 9-12-95 and 20-1-96.

5. Only 40% of the selected towns/villages had facilities for immunisation of children in their towns/villages. The remaining 60%, mostly in rural areas, did not have immunisation facilities in their villages. The progress of immunisation activities in the rural areas was unsatisfactory. The villagers due to a number of compelling reasons did not take their children for immunisation to District Headquarters Hospital or the nearest PHC/hospital. The Village Council Chairmen attributed the lack of interest in immunisation of children to the lack of knowledge, the problems to be faced for taking the child outside the village, and the non-easy availability of vaccine in Hospital/ Rural Hospital

6. Publicity of the immunisation programme, especially for the rural masses was lacking. 21 % of the respondents had no knowledge of immunisation and 69% had partial knowledge about the existence of such a programme in the State. Most Village Council Chairmen were of the view that the publicity and awareness works done by the Health & Family Welfare Department were mostly for town dwellers and educated classes. The programme could be treated as an urban programme as the benefit did not reach the villages.

7. The visits to the villages by the technical/field staff of the Health & Family Welfare Department were not up to the expected level. The visits as reported were mostly for the implementation of the PPI Programme of Government of India.

8. Some NGOs were playing a major role in the success of the implementation of the programme. In Mon District, the 'Leprosy Mission' in collaboration with the apex body of the Konyak Baptist Churches was doing commendable job by giving guidance, education and providing immunisation to the rural people. For publicity works, their representatives attended churches on Sundays and announced their objectives, details of help given, etc.

Recommendations

1. The coverage of immunisation of children can be improved by launching programmes similar to the PPI Programme in the State on a regular basis. By doing this the problem due to lack of immunisation facilities in 60% of the areas can be overcome. Widespread immunisation drives covering the State at regular intervals may be the only solution as it may not be practical to provide immunisation facilities to every village.

2. The District Immunisation Officer should organise group discussion by deputing their technical staff to villages that fall within their jurisdiction. In the group discussions, the rural masses can be educated about the necessity, types and time of immunisation. The present publicity measures adopted by the Department may continue for the urban people.

3. The Department should ensure that the technical/field staff is sent to the villages as frequently as possible with all the necessary vaccines for immunisation works.
4. The Department should take up with other NGOs in the State to provide publicity, guidance and immunisation in the rural areas.

2000

Publication No. 37

**Evaluation Study Report on Sericulture Development Programme
in Zunheboto District**

Sericulture Development Programme

The development of sericulture was found to be suitable to the hilly terrain and undulating topography of Nagaland. Realising the importance of sericulture development in the State, the State Government introduced the Sericulture Development Programme and set up Mulberry farms, Eri farms, Oak tasar farms and Muga farms. The Programme aims for better utilisation of land in areas where cultivation of food crops is not suitable and generate employment, especially for women, in the activities of silkworm rearing, cocoon spinning and weaving of silk fabrics. It aims to provide multiple incomes through sale of products and by-products of sericulture activities.

The Study

The District Evaluation Office, Zunheboto under technical guidance from the Directorate conducted the study in 1996-97 at the instance of Zunheboto District Planning & Development Board. The study was carried out with the following main objectives:

1. To assess the working of the Programme and the progress made.
2. To assess its impact on people.
3. To suggest measures for effective implementation of the Programme.

Sample Size

Out of the 6 blocks of Zunheboto under the Programme, 3 blocks (viz. Satakha, Zunheboto and Akuluto) were selected for the evaluation. Nineteen State sponsored scheme beneficiaries and three Centrally sponsored scheme beneficiaries were interviewed.

Methodology

Three schedules were prepared for the conduct of the study.

Schedule I was used for the collection of information from the head of office in the district.

Schedule II was used for collection of data from the Government Mulberry farm in the district.

Schedule III was used for interviewing the beneficiaries.

Reference Period

The evaluation study was conducted for 2 years reference period of 1994-95 and 1995-96.

Main Findings

1. The Department had opened a Mulberry Farm with an area of 15 acres. Only 7 acres of the Farm had been developed. A total of 91 individuals had taken up sericulture activities in the District in a total area of 99.12 acres of land.
2. Out of the 22 beneficiaries interviewed, 5 persons reported that they had not received the subsidy amount. Five persons reported that they had received money lesser than what was sanctioned as subsidy.
3. None of the beneficiaries had taken up sericulture activities with seriousness. Almost all the beneficiaries were practising on half-acre lands (as against the prescribed 5 acres) on experimental basis. The main objective of the beneficiaries appeared to be to get the subsidy rather than taking up sericulture activities seriously.
4. Most of the farmers were not aware of the technique of rearing silk worms. It was reported that there was no supervision from the side of the Department.
5. The sericulture farmers face problem of procurement of food plants.
6. The Government Mulberry Farm in the District was not being run properly. There was need for construction of labour sheds at the farm for the labourers employed at the farm.
7. Due to non-availability of a reeling machine in the District, the cocoons produced in the District were sent to the reeling unit at Dimapur. As the cocoons are to be reeled within a specific time, there was some extent of wastage of cocoons, due to delays in sending the cocoons to the reeling unit at Dimapur

Recommendations

1. Arrangements should be made to supervise the farmers by visiting their farms at least once or twice a year by technical staff of the Department.
2. The Department should arrange short duration training for all the beneficiary farmers. The Department should consider arranging short training courses before the selection for grant of subsidy is made and those who successfully complete the training should be selected for grant of subsidy.
3. Supply of food plants to the farmers at reasonable rate should be arranged.
4. Installation of reeling machine at the Farm should be examined in terms of requirement and viability.

2000

Publication No. 38

Snap Evaluation Report on Indira Gandhi Stadium Complex at Kohima Indira Gandhi Stadium Complex at Kohima

The State Government of Nagaland had approached the then Prime Minister of India, Late Rajiv Gandhi for central help for the construction of the stadium with an estimated cost of Rs 2.75 crores. He had committed to sanction an amount of Rs 2.00 crores as Central assistance towards the construction of the project leaving Rs 75 lakhs as the State share. The State Government had changed the structural design and added more facilities with the hope that the Sports Authority of India would provide liberal financial assistance. However the assistance did not materialise and the additional financial burden had to be borne by the State. The Central Government released an amount of Rs 1.50 crores upto 1996-97. The remaining balance amount of Rs 50 lakhs was to be released after the completion of the project.

The Study

The evaluation study was undertaken during 1997-98 at the instance of the Cabinet Subcommittee headed Hon'ble Minister Planning & Co-ordination and Urban Development, Government of Nagaland and the report submitted to the cabinet subcommittee within a period of ten days. The study was conducted with the following objectives.

1. To assess the progress of construction work.
2. To study the problems and difficulties, if any.
3. Any other issues relating to construction.
4. To suggest ways for successful completion and smooth functioning of the stadium.

The utilisation of the stadium, administrative and other aspects were not within the scope of the study.

Main Findings

1. Out of the revised estimated cost of Rs 19.74 crores, only Rs 9.27 crores had been allocated for the project and around Rs 8.34 crores spent up to 1996-97. The average annual allocation of the State Government for the project was worked out to be about Rs 78 lakhs. While the average annual increase in the project costs as per the revised estimates was determined to be Rs 1.70 crores. Thus, the annual increase in the project cost due to price escalation etc. was more by Rs 98.00 lakhs than the annual average fund allotment made by the Department. Further, the contractor was not likely to execute the works unless the rate was revised and sufficient funds made available. At this system of working and fund allotment the project was not likely to be completed.
2. The physical progress of works of Indira Gandhi Stadium Complex was not up to the expected level after about 10 years of its commencement. Only about 45% of the total works had been completed. For completion of the remaining works, Rs 11.76 crores was required. As per the Project Report the entire project was proposed to be completed in 2 years time of 1989-90 and 1990-91. At the rate of allotment of funds the chances of completion of the project were very remote.
3. The Stadium was expected to be as good as a Sports Training Institute but not a suitable place for conduct of tournaments. The organisers of the games may not venture to conduct the tournaments in the Stadium because it is far away from the town. The public may not be attracted to witness the game because of the distance and poor transport communication which will ultimately result in heavy financial loss to the organisers.

Recommendations

1. If the Government remained unable to provide the additional requirement of Rs 11.76 crores within the 2-year period of 1997-98 and 1998-99 the estimated costs were likely to be revised again. Some alternative system was required to be worked out by only completing the framework and leaving other works for future development and expansion when the necessity arose.
2. As the National, International and Inter-state games may be held in the State once in ten years or more, the Government should formulate a clear policy for profitable utilisation of the stadium through out all times. For example, the Stadium may be utilised profitably if regular Sports Training Institute is opened there.
3. The technical drawing and design may differ from the actual position on the ground. The association of sports expert personnel in the construction work was considered necessary for immediate correction on the ground if any defect is detected at the time of construction.

4. The Department of Youth Resources and Sports should also focus on the creation of skeleton sports infrastructure for the training of rural youth.

2000

Publication No. 39

Evaluation Report on Horticulture Research Farm at Pfutsero Horticulture Research Farm at Pfutsero, Phek district.

Nagaland provides good conditions for growing all sorts of sub-tropical and temperate fruits. In order to conduct research on high altitude fruits and have the desired quantity and quality of fruit production in the State, a 365 acres (150 hectares) Horticulture Research Farm was established at Pfutsero in 1964-65.

The Study

The District Evaluation Office Phek undertook the evaluation study at the instance of Phek District Planning and Development Board during 1997-98. The study aimed to assess the working and progress of the Farm, ascertain its shortcomings and suggest possible measures for removing them. The study was confined to the working of the Farm and did not examine the impact of the farm.

Reference Period

The study covered the period from the inception of the Farm in 1964 to 1995.

Main Findings

1. The administrative and financial control of the Farm rested with the Directorate of Horticulture. The farm was under the independent supervision of a Research Officer with subordinate field staff.
2. Vital records relating to the activities of the Farm were not maintained by the implementing agency. Due to non-availability of the records the evaluation study could not be conducted as originally planned.
3. The Farm has an area of 365 acres. No tools were available at the farm to clear it up twice or thrice in a year. The officers reported that tools supplied to the farm during the Seventies were all damaged and no new tools had been supplied since. Clearing of the farm was done by tools belonging to the Mallicks.
4. The fencing done during 1960s was found to be damaged. The lack of proper fencing resulted in theft of fruits and damage to plants and seedlings. It was also likely to encourage private encroachment of the Farm area.
5. The Staff Quarters had been constructed in the '60s and 70s and were partially damaged. They required repairs at the earliest.
6. Though the Farm is a research farm, not a single item of research equipment was available at the Farm. The officers and staff were simply taking care of plants planted in 1967-68 and practising the dated methods of nursery seedlings. Unless the Farm does research work on horticulture for the State, the purpose for which it was established is defeated.
7. The farm produced 10,000kg (10MT) of fruits annually out of which 8,000kg was sold in the local market at throw away prices due to lack of cold storage facilities and proper marketing. The average amount received through sale in local market was Rs 23,000/- annually.

8. Out of total seedlings of different fruits produced, 5000 seedlings were distributed to the farmers free of cost. About 4000-5000 seedlings were sold. The annual approximate amount earned from the sale of seedlings was Rs 20,000/-.

9. The objective of the Research Farm is to do research on various kinds of seedlings and produce fruits to generate considerable income besides educating people to take up self-employment through horticulture activities. The Farm did not meet these objectives in a satisfactory manner.

Recommendations

1. Certain quantities of tools and equipment should be made available to the farm such as daos, spades, structures, budding and grafting knives, preness saws, sprayers and wheel trolleys.

2. Permanent fencing should be provided to the Farm.

3. The Farm faced shortage of manpower, especially Mallicks, UDA/Accountant and LDA The Department should consider creation of such posts.

4. The Horticulture Department should dispose the produce of the Farm in a timely manner to avoid wastage and for earning more revenue to the State Government. A scrutiny of thirty years of working of the farm found that the annual income of the farm was about Rs 43,000/- only. The Farm should be properly managed to run at at least on a 'no profit no loss' basis. Otherwise it had no justification for its continuation.

2000

Publication No. 40

Impact Evaluation Report of Family Health Awareness Week Programme in Nagaland

Family Health Awareness Week Programme

National AIDS control organisation had initiated a weeklong Family Health Awareness Week (FHAW) programme all over the country from 26th April to 2nd May 1999. The Health Department launched the awareness campaign in Nagaland initially in 2 selected districts, Kohima and Mokokchung, covering all villages and towns therein.

The Study

To assess the impact of the weeklong awareness programme, a Quick impact Evaluation on FHAW programme in the State was undertaken at the instance of State Steering Committee.

Sample Size

Out of the two selected districts under the FHAW programme, Kohima was selected as the sample District. The impact study covered five PHCs/CHCs under the District and three villages under each centre. In total 15 villages/camps and 150 respondents were interviewed.

Main Findings

1. The treatment of RTI/STI was given in all the health centres after the camps were conducted. It was observed that having the camp benefited the people. It was reported by

the Doctors that after the camps more cases reported to the centers, which were not there before.

2. The community leaders had covered 90% of the total camp during the campaign organised by the Medical Department.

3. There was need to give full knowledge about the diseases to the village people. It was reported that sometimes a person who was sick for a long time in the village was considered to be AIDS patient and driven away from the village.

4. The involvement of NGOs and other voluntary organisations in the Programme was not satisfactory.

5. It was reported that the people did not like to come and discuss their problems with the doctors and health workers in the centres due to shyness and fear. The participation of the lady doctors was very little compared to the male doctors.

Recommendations

1. The programme should not cover only the targeted age groups from 15 to 49 years but all the age groups should be involved in the Programme.

2. The people desired that the special awareness camp/ programme should be organised at least once every year. The camp/ meeting should be especially organised during the winter season when all the school and college students are available in the village in the vacations. At the same time villagers would also have more free time during winter to participate in the camp. The camps should not be organised during the rainy season.

3. The Village Councils should be encouraged to organise the awareness campaigns in the villages with the help and financial assistance from the Medical Department. Teachers and church leaders of the community should also be involved in the Programme in future as they have good contact with people. The State Government should give intimation to them with proper instructions about how to mobilise the Programme in the community.

4. Big signboards should be displayed in many places in the village. The message should be written in the local dialect along with some illustrative pictures to make the village people and patients understand. A booklet on HIV/AIDS and RTI/STI should be published specially for the rural people in their own dialect to spread full knowledge about the diseases. Educational institutions like primary and high schools should have a compulsory paper/ topic on HIV/AIDS and RTI/ STI to create awareness about these diseases.

5. The Department should encourage those organisations to participate in the programme, which have contact with the rural population.

6. Both male and female doctors and health workers should be there in the health

**Evaluation Report on Regional Rabbit Breeding Production Farm in Nagaland
Regional Rabbit Breeding Production Farm**

The Regional Rabbit Breeding Farm, Jharnapani, Dimapur District, was established in 1987 to produce at least 2000 rabbits annually. The Farm aimed to upgrade the local rabbit breed, to meet the demand of breeding stock of rabbits and educate the local farmers on modern scientific method of rabbit breeding in the State.

The Study

The evaluation study on the Rabbit Breeding Farm was undertaken during 1999 with the aim to assess the achievements of the farm. The following were the main objectives of the study.

1. To study the actual activities of the Farm.
2. To study the financial aspects of the Farm.
3. To study production and distribution of the rabbits/sows.
4. To examine the distribution programme in the Farm.
5. To suggest measures for improvement.

Sample Size

The study covered only one Regional Breeding Centre and was confined to farm activities only. Due to lack of manpower and funds, the impact of Rabbit Development Programme was excluded from the purview of the study.

Methodology

The primary information was collected through a Farm level schedule. Background information about the Programme and details about financial aspects were collected from the Veterinary and Animal Husbandry Department.

Reference Period

The study covered 3-year period from 1996-97 to 1998-99.

Main Findings

1. The Farm was running at a loss in commercial terms. The farm was utilising only 14.7% of the installed capacity. If sufficient funds were made available for purchase of cages, feeding and water troughs, drinking water, medicines and feeds, the Farm could be utilised to its full capacity.
2. The animals were sold to the farmers on a subsidised rate to encourage farmers to take up rabbit breeding. Actual government purchase was about Rs200/- to Rs 300/- per pair. It was sold to farmers at Rs 200/- to Rs 300/- per pair. The Farm had encouraged rabbit breeding in the State. The three quinquennial livestock reports between 1987-92 stated nil population of rabbits. The 1997 census reported 20,207 rabbits in the State.
3. The Farm could not do well in the past due to lack of funds which effected timely feed supply and medicines, lack of hygienic cages, etc. The building being old needed repair, renovation and remodelling to suit rabbit rearing. Many rabbits were eaten by rats for want of proper cages. Despite these loopholes the Farm performed well in 1997-98 and was expected to do even better in 1997-98.

4. If the government gave regular funds as per the requirement, the installed capacity could be achieved within a period of 5 years.

Recommendations

The technical qualifications of the personnel were only VFA. It was suggested that a degree holder in Veterinary Science and Animal Husbandry should fill the post of Farm Manager.

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Publication No. 42

Evaluation Report on Horticulture Development Programme in Wokha Horticulture Development Programme

The Programme aims to encourage the growth of horticultural crops in the State and enable the farmers to become economically self-sufficient. Under the Programme, the Horticulture Department selects projects on a compact basis, on areas not less than ten hectares. The selected projects are given planting material and financial assistance to maintain the project at the rate of Rs 1,500/- per hectare.

The Study

The District Evaluation Office, Wokha, carried out the Evaluation study during 1999 under the guidance of the Evaluation Directorate with the following objectives.

1. To study the working and progress of the Programme in the District.
2. To study its impact and effectiveness of the delivery of adequacy of funds and supplies.
3. To study the problems and put forward constructive suggestions for the improvement of the scheme.

Sample Size

Out of the 21 villages where the Programme was being implemented in the District, 12 villages were randomly selected for analysis.

Reference Period

The reference period was 3 years from 1995-96 to 1997-98.

Main Findings

1. The Evaluation team could not trace out most of the beneficiaries as the implementing Department itself failed to produce the identity of the beneficiaries. The selection of beneficiaries was not satisfactory as most of the needy farmers were dropped out in the selection and fictitious projects were visible in the selected list.
2. Out of the 185 beneficiaries selected, the Evaluation teams interviewed 131 beneficiaries. It was reported that there was some duplication of the projects in the villages. The Evaluation team found that 10% beneficiaries got 3 times the amount they had to get, 20% got double the amount and 56% received fewer amounts. 14% beneficiaries were reported to be persons unknown. 8% reported non-receipt of the financial assistance.
3. The Programme was not properly publicised at the District level.
4. The Department did not impart any training to the farmers in the District.

5. The implementing agency neglected visits and spot verification before granting financial assistance. Most of the project selection was done from the office without verification. It was also found that spot verification was a source of encouragement to the farmers. Lack of spot verification resulted in the selection of non-existent persons and spots.
6. The Department was functioning with the minimum available officers and staff, but with the expansion of the departmental activities and for proper implementation of the programme, more technical posts were required at the Sub-divisional level.
7. The Department could not achieve its target both in area expansion as well as production level due to financial constraint.

Recommendations

1. It was suggested that the selection be done through Village Development Boards recommendations so that needy farmers could take part in the development Programme.
 2. The Programme should be publicised in time to the general public so that the interested farmers could take part in the Programme. Technical training and guidance should be given to the farmers to enable them to maintain the project as provided in the Programme.
- * As in 1969.
 - * now in Wokha district
 - * As in 1986
 - * At the time the Study, Dimapur was a Sub-Division under Kohima district. ** Child Development Project Officer