



Shri Jagdamba Samiti
Prayas Apka Sahyog Hamara...

Context,
international cooperation



Report

Social Return on Investment (SROI)

analysis of the apple collection point at

Chausal



‘Apple project’ Shri Jagdamba Samiti, Uttarakhand,
India,
May-June, 2013

Draft final report
September 2013

Shri Jagdamba Samiti
Rishikesh, India

Context, international cooperation
Utrecht, the Netherlands

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Foreword

The present report provides information about results of an innovative change process among small and marginal farmers in the state of Uttarakhand in the Himalayas, North India. It is the story of farmers (men and women) who have, with ‘a little help of some friends’ expressed responsibility for their own development and well-being and for the welfare of the local apples growers, and their community at large. It is a successful story of a social business that managed to generate a Social Return on Investment of 35%.

The Non-Governmental Development Organisation Shri Jagdamba Samiti was established in 1991 in the Himalayan valley of Bhilangana, district Tehri Garhwal in Uttarakhand, India. It started with a voluntary group of economists, management experts, social scientists, villagers and participatory development specialists to work for the locally available resource management and their utilisation.

The vision of SJS is to uplift the small and marginal farmers of Uttarakhand and Himachal Pradesh, by ensuring sustainable socio-economic development. SJS works towards developing a new way of support by advancing the new generation farmers and developing a network of agro processing enterprises through an enthusiastic and committed community.

SJS is supported by a number of national and international agencies such as local banks, government institutions and support agencies and a social investor from the Netherlands, i.e. Stichting Het Groene Woudt (SHGW). SHGW has provided ‘patient capital’ that enables the apple farmers to release their families from the traditional middlemen that control the area. Among others this is done through the establishment of so-called Apple Collection Points where farmers can add value to their produce and avoid distress sales at the end of the apple season.



The present report provides an analysis of one Apple Collection Point, the centre in Chausal. The analysis could not have been carried out without the active involvement of the farmers that are connected to the centre in Chausal, staff members from SJS and Fresh Food technology – Himalaya (in particular Mr Sanjay Pundir, Mr Suresh Uniyal and Mr Diwakar Vyas and Mr Pol De Greve (Context, international cooperation).

Feedback is welcome at: info@developmenttraining.org and lpsemwal@yahoo.com

Rishikesh/Utrecht, September 2013

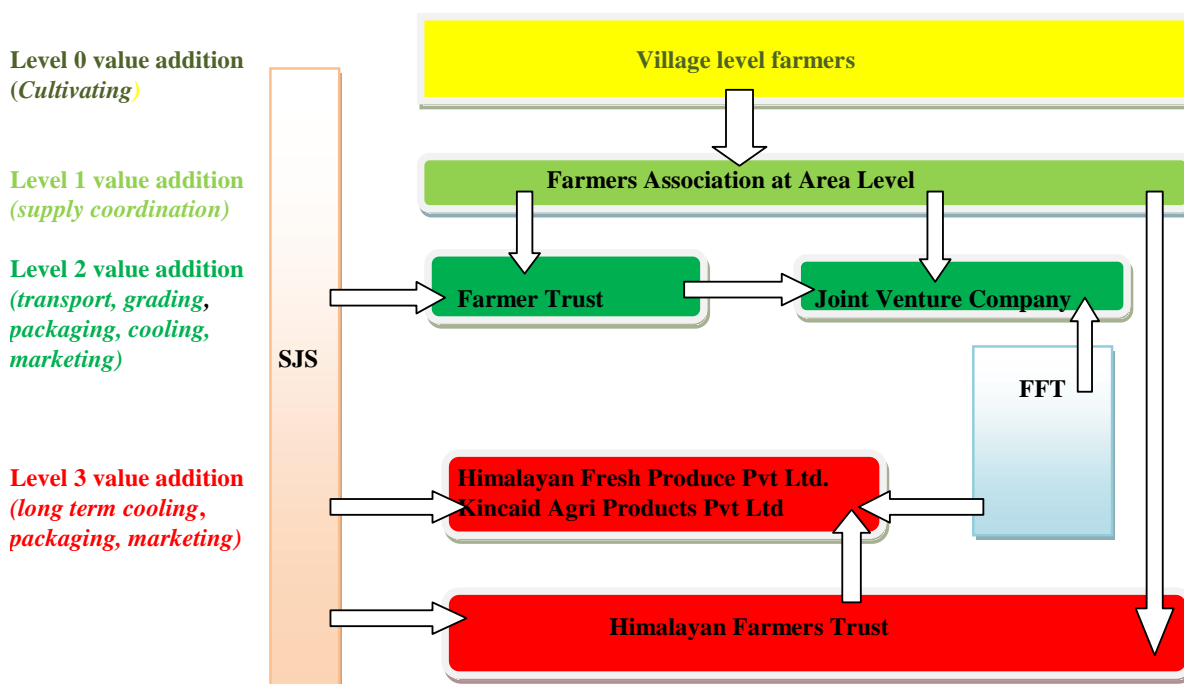
L.P. Semwal (SJS) & Fons van der Velden (Context, international cooperation)

1. Introduction: ‘the apple project’ in Uttarkhand, India

Marginalised and small apple farmers in India are unable to escape the powerful grip and dependence on middlemen, informal lenders and other intermediaries. Loan and grant schemes seem patching solutions rather than structural. Poverty, migration and indebtedness hinders social development of small and marginal apple growers. Since 2007, Shri Jagdamba Samiti (SJS) and Stichting Het Groene Woudt (SHGW, a Dutch family foundation that acts as a social investor), together with other local and international consortium partners have been involved in a programme to improve the well-being of small and marginal apple farmers in the state of Uttarkhand, India.

This project in Uttarakhand was launched with the realisation that small farmers in a market-oriented agribusiness get further marginalised mainly due to the dominance of mandis, a chain of well-organised intermediaries who control the entire process from credit supply for farm inputs, transportation and marketing of produce. The apple project hence strives to create a model of business-driven, decentralised independent and small-scale production with coordinated arrangements for processing and marketing.

Diagram 1: Operational Units and (internal stakeholders) of the Apple Service Program



Source: Workshop proceedings of the vision, mission and strategy workshop held in Naugaum, in May 2013 and facilitated by Context international cooperation.

As indicated further on, the Social Return on Investment (SROI) analysis will cover level 1 and 2 of the value chain depicted above.

The programme provides technical, managerial and investment support to enable farmers collectively to strengthen their position and move up in the value chain. The ‘collective’ feature of the business model is promoted to save individual time, distribute risk, maintain price assurance, pursue damage control and save on handling costs such as storage and transportation. SHGW and SJS have organised farmers and are supporting them to create

profitable joint venture companies between investors and farmer groups. Economic empowerment alongside social interventions is required in order to stimulate long-term social change. SJS is also aware that joint ownership of the business operations alone will not automatically deliver social goals. The new form of collective ownership is an alternative to the form of organisations hitherto established at village level. In this way small farmers can become more independent from middlemen and informal lenders.

So far the project reaches out to over 2,000 farmers through five apple collection centres in Chausal, Dhari, Pissaon, Tyuni and Purola covering 92 villages in the state of Uttarakhand which is part of the Himalaya.



Apart from the five apple collection centres, a major Long Term Storage (LTS) facility has been constructed in Naugaum. The programme is supported by a number of local and international funders including local banks, the National Bank for Agricultural Development (NABARD) in India and SHGW. It is expected that by 2018, member farmers will be able to fully own the infrastructural facilities by generating sufficient profit enabling them to repay the investment loan from the social investor (SHGW).

2. The SROI process: training, SROI case study, verification and reporting

a. SROI training

SJS in consultation with the SHGW management decided to carry out a Social Return on Investment study for one of the collection centres. Mr Fons van der Velden of Context, international cooperation was invited to coordinate this exercise. The trajectory was carried out in three stages. First, a three day orientation workshop was organised at the Long Term Storage, at Naugaon, Uttarkashi. The workshop was attended by representatives from the LTS, Joint Venture Companies (JVC), farmer trust and Shri Jagdamba Samiti. The aim of the workshop was to ascertain that different stakeholders fully understand the concept of Social Return on Investment.

b. SROI workshop at the Chausal apple collection point

In a second stage, from May 29 till May 31, 2013, fifteen representatives of farmer's organisations gathered in Chausal village in order to engage in a participatory SROI analysis of the Apple Collection point that has been established by the Apple project¹. The SROI workshop was conducted in Hindi and facilitated by Mr Sanjay Pundir (Finance & Accounts of FFT Himalayan Fresh Produce Pvt Ltd), Mr Suresh Uniyal (HR in-charge SJS) and Mr Diwakar Vyas (engineer) who all participated in the SROI training which was held prior to the analysis in April 2013. Mr Fons van der Velden provided back up support during this process. During the SROI analysis, ample use was made of the SROI material that was

¹The list of participants is provided in Annex I.

translated in Hindi during the SROI training. In between the SROI training and the actual SROI analysis, staff members of SJS had carried out preparations for the SROI analysis in terms of collection of relevant documents, explaining the purpose of the exercise and the SROI methodology to representatives of farmer's organisations and had made all the necessary organisational and logistic arrangements.

The SROI analysis was organised as per the nine steps of a (standard) SROI analysis:

1. Defining the boundaries; scope of the case study;
2. Stakeholder analysis;
3. Value chain mapping/ Theory of change;
4. What goes in/resources;
5. What comes out/benefits;
6. Valuation of the resources and benefits;
7. Calculation of the SROI ratio;
8. Verification of the data;
9. Formulation of the narrative.

The process turned out to be a very active one with a few challenges, notably in having farmers and their representatives deliberate on the theory of change and the resulting benefits for farmers and their households. Due to the intensive process of deliberation and consultation, the group did not succeed in finalising the numeric analysis, notably the calculation and monetisation of benefits.

c. Verification, calculation of the SROI ratio and reporting

After the workshop with the farmer representatives, a small team (4 persons) headed by Mr Sanjay Pundir, Manager Suresh Uniyal, together with Mr Fons van der Velden held a one day working session in order to continue work on the SROI analysis, collect additional data from secondary sources (e.g. profit and loss account, balance sheet and progress reports), verify data and start working on the present report.

After departure of Mr Van der Velden, the team continued work on finalising the analysis and report in-between their regular job assignments. The team received additional support from Mr Pol De Greve of Context, international cooperation in identifying resources and benefits, valuation of resources and benefits, finalising the numeric analysis, calculation of the SROI ratio and formulation of the report of this SROI case study. The final report was drafted by Mr Sanjay Singh Pudir with backup support from Mr Pol De Greve.

3. Step I - Scope of the SROI analysis: the boundaries

The collection point in Chausal was chosen as the focus of the SROI analysis. This collection point was established in 2008 and has developed further over the past five years. These days, farmers from 29 villages participate with this centre.

Table I: Area coverage Chausal apple collection point

year	no of villages	no of farmers	total production in kg
2008	21	531	49,901
2009	21	531	49,901

2010	28	645	117,844
2011	28	833	60,560
2012	28	833	66,275
2013	29	705	51,110
Average	26	680	65,932

Over the past five years the centre has been engaged in the following activities:

2008

- Construction of Apple Collection Point in Chausal village;
- Base line survey in the area;
- Area selection;
- Formation of farmer committee (18 villages, 525 farmers);

2009

- Base line survey in the area;
- Formation of trust;
- Selection of farmer trainer (Trainer of Trainers);
- Premium distributed among the farmer in presence of state minister of Panchayat Raj (Rural Development Minister);

2010

- Construction of three pick up points in Dangutha, Fanar and Bagi;
- Eight Farmers trained at Masobra Institute in Himanchal Pradesh about quality control of apples;
- Farmer Joint Venture Company was formed;
- Formation of women's groups;
- Women trained in production of juice, jam, pickles;
- Start-up of production of juice (apple, apricot and rhododendron), jams (apple and apricot) and pickles;
- Marketing and sales of juice to local market.

2011

- Shareholder cards distributed among the farmers;
- Refrigerator van purchased;
- Soil test of orchard (of selected farmers) has been done.

2012

- Dividend on shares has been distributed to farmers;
- Premium has been distributed;
- Distribution of organic fertilizer to farmers;

During the entire period 2008 - 2013

- Apple purchase, cleaning, grading and sales.

The period 2008 – 2013 (5 years) was chosen as the time frame of the analysis. This means that this analysis is a mid-term review of the social investment programme as the useful economic lifetime of the investment is assumed to be at least 10 years for machinery and 20

years for the infrastructure (building). In the calculations we will therefore not include the entire investment cost but only attribute a proportional amount of the total investment (i.e. 50%).

4. Step II - Stakeholder analysis

As the second step in the process the participants identified the major stakeholders that are involved in the Chausal apple collection point.

There is a cluster of stakeholders around the ‘change agent’ which is commonly known as ‘The Apple Project’ consisting of various forms of farmer’s organisations (Trusts, Joint Venture Company, Women’s Trust), Long Term Storage/Fresh Food Technology, India, SJS, Fresh Food Technology, Fresh Food Technology, Himalaya, local investors (banks and government agencies) and the social investor SHGW. In financial terms local banks, government agencies and SHGW participate in the programme. In terms of traditional relationships the local middle men, often as well as money lenders are important stakeholders.

These stakeholders were, in terms of importance of the project and influence classified as follows.

Box: Classification of stakeholders Chausal Apple Collection Point

<i>High importance</i> <i>Low ability to influence</i>	<i>High importance</i> <i>High ability to influence</i>
Farmers Centre manager Extension Officer/Field officer Transporter	LTS FFT SJS Trust (farmer, women) SHGW
<i>Low importance</i> <i>Low ability to influence</i>	<i>Low importance</i> <i>High ability to influence</i>
Money lenders Middle man Graders and packers Labourers (at collection point)	Government Market (local and national)

It was decided by the participants that the SROI analysis would be carried out from the perspective of the apple farmers whereby the investment and operational costs of managing and running the collection point would be the main inputs under consideration.

5. Step III - Theory of change: the apple value chain

As the third step in the process the participants reconstructed the Theory of Change (ToC); this was done in the form of a rich picture drawing.

The essence can be captured as follows: ‘Before introduction of the project, farmers picked their apples and sold directly to the market through middle men. Now farmers collect their apples and bring them to a collection point, where apples are cleaned and graded. Grade A apples are sent to the Long Term Storage in Naugaon. B-grade apples are sold directly to the

local market by the collection point. Grade C apples are sold to the juice factory, which is connected to the LTS at Naugaon.’

In the new constellation, farmers receive money for their apples immediately as well as a share of the profit. They do not need to purchase packing material any more as this is provided by the collection point. In the present situation, the farmer has more options than before. Earlier they were dependent on the middle men only. The risk of the farmers is reduced in the process. People get more employment even in the off-season. Now farmers feel motivated and start investing in apple production again. The returns of these new investments will be realised in the future and are not included in the numeric analysis.



Women added the following components:

‘Earlier we did not know about the use of the apricot. Before we produced oil from the stone of the apricot. Now we are trained and have started to produce juice, jam and pickle of the apricot, so that we have got better social life, schooling for our children and better health. We got good employment. Now we are self-dependent and feel more confident’.

In view of the above, and based in informal interviews and interactions with farmers the key elements of Theory of Change can be summarised as follows.

- *Price of the apples:* before the apple farmer did not receive a good price for their apples due to indebtedness to middle man and money lenders, who provide a certain risk reduction for the farmer but at the same time the farmers are bound to sell their apples to them at a price which may not always be competitive. The present programme tries to change this vicious circle of poverty.
- *Production capacity:* furthermore the production capacity of the apple farmers is at present not always at optimal level. Unreliable market conditions and poor pricing withheld farmers from investing more in apple or other fruits.
- *C grade apples:* another problem is that farmers could not sell their C grade apples. The juice factory will open an opportunity to realise return from this C-grade, which before was disposed off at no return at all.
- *Bargaining capacity:* the bargaining capacity of farmers used to be weak due to the fact that they were not organised. Information about the apple market was not truly accessible for the farmers so they had to rely on information provided by middlemen which was not always correct.

The present programme tries to change this vicious circle of poverty by implementing the following overall strategies:

- *Purchasing of apples:* the apple collection point purchase the apples (A, B and C grade) from the farmers at the prevailing market price. B grade apples are sold directly to the market; C grade apples are (will be) sold to the juice factory. A grade apples are transferred (sold) to the Long Term Cold Stage at Naugaon.
- *Technical assistance:* technical assistance (trainings, fertilisers, hand on support) is provided by collection point and associated companies to the apple farmers.

- *Organising farmers*: the centre manager and its extension officers support farmers (man and women) to organise themselves in groups such as Farmer Committees, Farmer Trust Joint Venture Company (collection point), Women Committees, and Women Trust. The emergence and functioning of these bodies is being supported by SJS.
- *Information*: the collection provides on alternative days information about development in the apple market (price built up, volumes, demand et cetera).
- *Resource utilisation*: by increase of their income the households of the apple farmers are (in principle) better positioned to spend money on basic social services such as health and education. The programme does not provide any systematic support with regard to resource utilisation at household level but has an indirect impact on the social welfare of farmer and their households.

The Theory of Change is based upon the following major assumptions:

- *Produce*: farmers participating in the apple collection point are able to produce apple in line with the collection point capacity. Farmers will sell their entire production to the apple collection point. The collection point operates at optimal capacity for processing. Apples can be purchased from the farmers against the prevailing market price.
- *Technical Assistance*: SJS and FFT will provide the required technical assistance to the farmers.
- *Organising the farmers*: farmers are willing to organise themselves, with support from SJS, in producers groups and to sustain these organisational entities.
- *Information*: the collection point is in a position to provide the required information.

The progress of the apple collection point can, in principle, be measured through the following key performance indicators:

- *Purchasing of apples*: volume of apples purchased in relation to the processing capacity of the collection point (percentage capacity utilisation);
- *Technical Assistance*: productivity per tree increases on an annual basis;
- *Organising farmers*: the number of farmers that are active members of committees and-or trusts (attending meetings, delivering apples to the apple collection point);
- *Information*: the number of days that accurate information is available to the farmers that are connected the apple collection point in Chausal.

6. Step IV - Resource application (inputs)

During the SROI workshop with the farmers a number of resources were identified. Additional meetings with farmers were organised after the workshop to (a) cross check the estimated resource application; (b) to describe the resources that have been used in greater detail, more accurate; (c) and to attribute a financial value to the identified inputs (valuation). The calculations were detailed in excel spreadsheets developed by the project team.

The farmers identified mainly financial costs related to production and marketing of apples. The value of indicated resources relate to incremental values, that is additional resources that are being used as a result of the introduction of the apple project. Farmers indicated that their production costs were not substantially affected. Reportedly they did not increase acreage during the period under review, nor did they introduce new, capital intensive, production technologies. Higher resource use was mainly related to larger production volumes that

require more transport and more harvesting time. Nevertheless the farmers indicated that with the establishment and successful operations of the collection point they would be interested to intensify their fruit production in future. However, no specific data were provided that allowed the study team to assess the likely future expansion in production of fruit by the target group of farmers. Besides, it was decided to make this analysis a retrospective assessment of the impact of the collection point so far (see step I). The team decided to maintain this time perspective assuming that if impact were to be positive already at this stage, any expansion of the production (and thus increase in future returns) would strengthen this case.

The table below already includes the estimated valued of the listed resources. This calculation really belongs to step 6 of the SROI analysis (valuation) but as the team was going through the identification of the inputs, their source of information were mainly the available financial records that provided.

Resource application	Value in INR
<i>Production related</i>	
Additional labour requirements	180,000
License & Taxes, Insurance	261,500
<i>Financial capital investments and working capital¹</i>	
Investment through SHGW (50%)	3,547,500
<i>Indirect costs for farmers</i>	
Additional transport & fuel cost	625,340
Packing Cost	540,000
	5,154,340

Source: Values as per Balance sheet & Income & expenditure account

7. Step V- Benefits

The participants identified the following main benefits that have emerged for them for the apple collection point in Chausal.

Incremental benefits for Chausal Centre SROI Case Study		
S.No.	Benefit	Description of Incremental Benefits
1	Removal of the middle man	Earlier middlemen share of procurement was 85% of production. Now after establishment collection point, this is reduced to 20%.
2	Risk of the farmer has been reduced	Risk of transportation from farm to market. Loss on the way, theft during the transport reduced
3	Awareness, self-confidence and self-dependency of women has been increased	It may be assumed that for 25% of the women participating in committees (total 1633, i.e. 408) have become more self-reliance and come forward with new ideas of development.
4	Farmers receive a higher price for the apples and a premium	Out of a average total of 1200 Farmers, a total no of 680 farmers getting a better price (price increased of 8 INR) for their apple as well as profit sharing from Collection point (to the amount of 10 INR per box)
5	Expenses have been reduced	Expenses relating to transportation from farm to market (Average INR 70 per box), packing material (Average Rs

		70 per box) ,packing cost per box (Average INR 15 per box) Mandi commission (6% of sale amount) and labour loading & unloading (INR 4 per box) etc reduced
6	Farmers receive good rates for B and C grade apples	Now Farmers also getting good rate for their C grade apples (INR 10 per kg) which were left unsold earlier.
7	Standard of living has been increased	People getting good income & allocating them to increase the standard of living.
8	Productivity has increased	As a result of training and extension, production of apple increases.
9	Involvement of women in decision making process has been increased	Earlier women remain to household activities but now they come forwards to part of decision making and doing other activities to increase their income.
10	There is time saving in work related issues	Due to collection point located near to farms, farmers able to save time in sales of apple harvest.
11	Technical knowhow has improved	Having training and development programme they become more knowledgeable in respect of technical know how.
12	Sources of income have been diversified	Now Farmers getting job opportunities during off season time to enhance their source of income.
13	Production of a variety of fruits is now possible	Knowing different quality and price premiums of apples and other fruits to diversify their ability to produce multiple product and realise more income.
14	Better education and health is available	On getting higher income, now farmers can spend extra income on children education and household health.
15	Better relationship in society	Stronger relationship within the society / empowerment of farm households.
16	Improved ability to learn by farmers	Farmers keen to learn more to improve their productive performance.
17	It has become easier to work in groups	By working in group individual performances increase to a certain level.

8. Step VI - Valuation

As far as benefits are concerned, the values were estimated by the team based on (1) discussions during the workshop, (2) verification of the data through additional meetings with farmers and staff of the companies and (3) final adjustments of the calculations by Mr Sanjay Singh Pudir with backup support from Mr De Greve.

Details of the calculations are available in spread sheets developed by the team. The total values hereunder represent totals for the period under review (2008-2013) and were developed on the basis of historical price data.

Values of incremental benefits for Chausal Centre SROI Case Study		
S.No.	Details of Incremental Benefits	Value in INR
1	Removal of the middle man	2,026,512
2	Risk of the farmer has been reduced;	310,800
3	Awareness, self-confidence and self-dependency of women has been increased;	not valued

4	Farmers receive a higher price for the apples and a premium;	828,736
5	Expenses have been reduced;	1,062,900
6	Farmers receive good rates for B and C grade apples;	207,180
7	Standard of living has been increased;	Reflected in higher income
8	Productivity has increased;	See 1
9	Involvement of women in decision making process;	Not valued
10	There is time saving in work related issues;	69,067
11	Technical knowhow has improved;	30,000
12	Sources of income have been diversified;	2,448,000
13	Production of a variety of fruits is now possible;	See 12
14	Better education and health is available;	Not valued
15	Better relationship and empowerment in society;	Not valued
16	Improved ability to learn by farmers;	Reflected in higher production
17	It has become easier to work in groups.	Not valued
	Grand Total	6,983,195

A number of benefits have not been valued, mainly those related to strengthening the position of individuals, both men and women in society. These are nevertheless regarded as important achievements by the stakeholders, notably the farmers and their household members.

9. Step VII – Calculation of the SROI ratio

$$\text{SROI} = \frac{\text{Total (adjusted) value of results}}{\text{Total value of inputs}}$$

$$\frac{\text{INR 6,983,195}}{\text{INR 5,154,340}} = 1.35 \text{ or } 35\%$$

The calculations of the Social Return on Investment of the Chausal apple collection point thus resulted in a positive return on investment of 35% which only reflects past performance and does not yet include expected future returns due to anticipated expansion of production.

Future returns may thus be higher than reflected in this ratio. The analysis however shows that farmers have benefited substantially from the investment and that investment costs are more than compensated by the actual additional returns realised by the producers. Inclusion of social benefits which have not been valued by the SJS team would further improve the social return of the investment.

As far as dead weight and attribution is concerned, the analysis includes only incremental values for both costs and benefits as a result of the SHGW investment while being the only new player in the area, it may be assumed that these incremental returns are solely due to this particular investment. Farmers indicated that so far there has been no notable change in production methodologies. Reported returns are thus almost entirely due to the improved market and storage conditions created by the programme.

10. Step VIII - Verification

Costs and benefits have first been discussed with the farmers during the SROI workshop in Chausal. Afterwards the SROI team held separate meetings, one with Mr Pol De Greve to fine-tune the calculations and cross-check the outcomes with secondary data as well with the financial reports of the collection centre. Also other (e.g. transporters) stakeholders who did not attend the workshop, were contacted later to verify some data.

Separate sessions were held with farmer representatives (trust members) to further verify results. This resulted in adjustments of some of the numeric data, especially the monetised benefits.

11. Step IX – Narrative: the story that goes along with the numbers

a. Summary of the SROI calculation process

The present SROI case study focussed on making an analysis of the financial and non-financial return on the investment of one particular apple collection centre (Chausal) that is part of the so-called Apple Project in Uttarakhand. It covers the period 2008–2013.

The analysis was carried out in order to provide feedback to the immediate and direct stakeholders (farmers, SJS) to obtain information about the functioning of the centre and collect data for accountability vis-à-vis (social) investors, i.e. SHGW, local banks, the farmers themselves.

As indicated at the beginning of the report fifteen representatives of farmer's organisations related to the apple collection point at Chausal participated in the SROI workshop, in collaboration with one finance officer and another staff member from FFT and a Context expert, Mr Fons van der Velden who facilitated the process. Other stakeholders such as transporters, government officials, representatives of SHGW and the local banks were not directly involved in the process, but some were consulted in the verification stage through bilateral interviews.

Prior to the SROI analysis an SROI training was held in April 2013. The material in Hindi that was produced during the training was used during the present SROI analysis. One of the trainees (Mr Sanjay Pundir) acted as the lead facilitator during the SROI workshop with the farmers. For the representatives of the farmer's organisation, the collection point manager, FFT and SJS staff this was the first practical experience with Participatory Monitoring & Evaluation in general and SROI in particular. Against this background the various participants found it difficult to identify indirect, non-financial and apparently non-tangible resources and benefits and to attribute financial values to such factors. As a follow-up of the SROI workshop the centre manager and the above mentioned staff members from FFT, SJS and Context concentrated on these issue and made the information with regard to benefits more accurate and where possible, attributed values. Farmers themselves did another round of identification and valuation of resources. During the study process the competency and capability of farmers and SJS and FFT staff members to do so improved considerably. In this way a good foundation had been laid for future SROI analysis.

b. Benefits that could not be valued

A number benefits from the apple collection point in Chausal could not be valued. These include:

- The increase in self-awareness, self-confidence and self-reliance by women involved in the collection point;
- Improved involvement of women in decision-making;
- Improved health and education of members of households of the farmers that are connected to this particular centre;
- The fact that relationships in the local (civil) society have improved.

Stakeholders indicated that these benefits were considered as valuable contributions by the programme and emphasised their relevance throughout the assessment process. The resulting SROI ratio of 35% already indicates a substantial impact beyond these more tacit benefits. Further efforts to include and monetise the above impact factors would indeed yield an even more positive picture of the social and economic feasibility of the investment.

c. Suggested follow-up

In a follow-up to this first analysis, it could be useful to further explore the option of enriching the analysis with these elements. This would require some targeted (adaptive social) exploration and survey of the household situation among target farmers and research into the changes in social and political situation that are taking place as a direct or indirect result of this investment.

The programme reportedly has an empowering effect among the community beyond mere economic gains. First, market dynamics and the apple business as such became more transparent and easier to understand for everyone. Thereby, people were enabled to participate actively and accumulate broader ownership instead of depending on traders and middlemen. Also, people were encouraged to view and understand power no longer purely along the lines of traditional class boundaries, but become aware of the power and possibilities for participation they have. Also, the Centre has an empowering effect on women. It was for instance repeatedly noted that women were for the first time participating in public meetings, and daring to speak up in public.

As indicated above, farmers and their household members indicated that they appreciated the SROI exercise notably the broader spectrum that the SROI provides beyond the immediate productive and financial results at farm level.

Annex I – List of participants SROI training April, 2013

No	Name	Function
1	Mr. Arvind Nautiyal	Center Manager Harsil-Gangotri Co.
2	Mr. Amar Singh	Director Dhari – Kafnol Co. & E Trust Chairman
3	Mr. Bishar Dutt	Center Manager Bavar-Silgoun Co.
4	Mr. Bharat Singh	Member Dhari-Kafnol Trust & E Trust Member
5	Mr. Chatar Singh Rana	Member Syuri-Nogaun Trust
6	Mr Fons van der Velden	Context, international cooperation, Trainer
7	Mr. Girwar Rana	Center Manager Purola-Naitwar Co.
8	Mr. Jagmohan Singh	Director Purola-Naitwar Co.
9	Mr. Jagveer Singh	E.O. Taknor –Jhala Co.
10	Mr. M.S Rana	General Manager Long Term Storage
11	Mr. Pratap Singh	Member Purola-Naitwar Trust
12	Mr. R.D. Nautiyal	Member Syuri-Nogaun Trust
13	Mr. Ram Prasad	Chairman Dhari-Kafnol Trust & E Trust Member
14	Mr. Sumit Kumar	Manager Marketing SJS
15	Mr. Suresh Uniyal	Manager H.R. SJS
16	Mr. Sailendra	Singh E.O. Harsil-Gangotri Co.
17	Mr. Sanjay Pundir	Finance Manager FFTH
18	Ms. Tarini	Development Manager Inclusive Business SJS
19	Mr. Vijay Badhani	Center Manager Syuri-Nogaun Co.

Annex II – Number of farmers per village connected to the Chausal Apple collection point

Village Name	No of Farmers
AGEDI	7
AYETHAN	25
BAGUR	50
BASTIL	28
BAGI	33
BHATAR	32
BHOOT	43
BHUNAD	26
BRANAD	26
CHAJAD	40
CHILAD	3
CHAUSHAL	46
DANGUTHA	51
DHAMICH	4
DIRNAD	51
FANAR	67
HANOL	20
HARTAD	27
JAKTA	18
KANDA	16
KOTI BABAR	52
KATHYAN	1
KUNA	20
LOICH	5
NINUSH	8
OBRASHER	6
Grand Total	705

Annex III – Details of benefit calculations

Risk of the farmer has been reduced				
Transportation cost savings				
Transportation from Farm to Market			70	Per box
Transportation from Farm to Collection point			10	Per box
Saving of Transportation Cost			60	Per box
Average no of box per year	103592	20	5180	Boxes
Amount savings transportation cost			310800	
Farmers receive a higher price for the apples and a premium				
Average no of Kgs per year	103592			
Average price given to Farmer by Collection Point	48			
Average price given to Farmer by Middle Men	40			
Net Saving per Kg	8			
Total Higher price given to Farmer			828736	
Premium paid to Farmer @ 10 per box of 5180 boxes			51800	
Total saving			880536	
Expenses have been reduced				
Transportation cost save	60	5180	310800	
Packing Cost saving per box	70	5180	362600	
Packing Labour cost saving per box	15	5180	77700	
Mandi Commission @ 6% on sale price(Assume sale price Rs 1000 per box)	60	5180	310800	
Travel Cost to fro to mandi			1000	
Total Saving			1062900	
Farmers receive good rates for C grade apples				
Average Production of KG per year	103592			
Average production of C Garde Apple @ 20%	20718			
Purchase of C Grade Apples from Farmer	10	20718	207180	
There is time saving in work related issues				
Farmer salling apples directly to market cost them @ 300 per day for appointing one person in their place for the period of minimum 5 days	1500			
Farmer salling apples to collection point cost them @ 300 per day for appointing one person in their place for the period of minimum 1 days	300			
Net Saving	1200			
Average no of boxes per farmer	90			
Average no of boxes per year	5180			
Total Cost save per year			69067	
Sources of income have been diversified				
Average no of farmers	680			
Average no of farmer got job in off season	204			
No of days (Off Season)	60			
Days use for personal work	20			
Net Days of working on daily basis	40			
Average rate per day	300			
Total income from other sources			2448000	