

# NEW SETTLEMENT SCHEMES IN SRI LANKA



## APPENDICES

by

A. O. Ellman

D. de S. Ratnaweera

AGRARIAN RESEARCH AND TRAINING INSTITUTE

P.O. Box 1522, 114 Wijerama Mawatha,  
Colombo 7, Sri Lanka

22994  
Research Study Series No. 5.

August, 1974.

2009/06

2010/07

06

LIST OF APPENDICES

Appendix 1 .. Selection of Sample for the Survey

Appendix 2 .. Supplementary Information on Youth Schemes

Appendix 3 .. Supplementary Information on Co-operative Farms

Appendix 4 .. Supplementary Information on DDC Projects

Appendix 5 .. Supplementary Information on Land Reform Settlements

Appendix 6 .. Organisation and Training Requirements for  
Self-Managed Co-operative Settlements

22994

22994

## Appendix 1: Selection of Sample for the Study of New Settlement Schemes

### 1. Introduction

The objectives of the research study on Youth Schemes, Co-operative Farms, DDC Agricultural Projects and Land Reform Settlements were as follows:

- (a) Within group evaluation: to examine a number of schemes of each of the four types and to show, within each group, what factors make for success, what pitfalls to avoid, and how to improve existing schemes of each type.
- (b) Between group evaluation: to make a comparison between each of the four types of schemes, to show what are the advantages and disadvantages of each, and which type works best in which situation (social, economic, ecological).

It became apparent in attempting to choose the sample of schemes for study, that there are many variables both between and within groups. To allow for all these variables and to produce results from which statistically significant generalisations can be made, a large number of schemes would have to be included in the sample.

However, in view of the urgency to produce results, and the long period of time needed to make a meaningful evaluation of a complex settlement scheme, a limit of 20 schemes (5 of each type) was fixed. Choice of a sample within this limitation, which adequately represents the major variables, and which illustrates the major lessons to be learned from different scheme types, proved to be rather difficult. This memorandum describes how the sample was selected.

### 2. Procedure Followed

2.1 The departments responsible for each type of scheme were requested to fill in the form attached at Table I. From this form basic data on all schemes were collected and analysed. The major variables were found to be;

- (a) between group variables;
  - i. Management system
  - ii. Financing system
  - iii. Size of scheme

i.e. in respect of these three variables, most youth schemes are fairly uniform, but they differ from DDC's which are themselves uniform in these respects, but different from Co-operative farms, and so on.

## (b) within group variables;

- i. crop or livestock enterprises
- ii. duration of scheme (1)
- iii. degree of success or failure

Other variables had to be ignored for reasons as follows:

<u>Variable</u>	<u>Comment</u>
Geographical distribution )	Assumed to be reflected in Crop/
Ecological Zone )	Livestock enterprises
Attitude of Administrators/ ) Project Leaders )	Could not be known; assumed to be reflected in degree of success or failure.
Attitudes of Scheme Members)	- do -

2.2 Because of the wide range of variables and the large number of schemes, a non-stratified random sampling technique would clearly be inappropriate. A stratified sample was therefore selected as follows;

- (a) Schemes started less than six months ago were rejected as being too young for a meaningful evaluation to be made (Land Reform Settlements excluded).
- (b) The remaining schemes of each group were classified according to major crop or livestock enterprise (Table II).
- (c) Sub-classification was made into successful and less successful schemes (Table III).

2.3 From Table III, five Co-operative farms, five Youth schemes and five DDC Projects were selected on the following principles;

- i. One scheme was chosen with each of the three major crops grown on that type of scheme. Management, finance, size and duration were kept constant as far as possible. Preference was given to successful schemes.
- ii. In the dominant crop category a second less successful scheme was chosen for comparison with the successful one growing the same crop.

<sup>1</sup> Taken from the last 5 columns of Table 1 (see explanatory note 3 a-d).

- iii. To allow comparison between groups, care was taken to ensure that one scheme in every group was based on a chosen crop, chillies, and that the three chillie schemes were comparable as far as possible in terms of duration and degree of success.
- iv. After catering for all these purposive requirements, a random choice was made for the scheme to be studied in each of the minimal classifications.

#### 2.4 Land Reform Settlements:

Since only a small number of Collective Settlements had been started at the time of the survey, selection was made on the advice of the Land Reform Commission, to include estates based on each of the major plantation crops, and to include some high and some low potential estates and some presenting particular problems e.g. of non-citizen labour.

#### 3. Sample Section:

The five farms chosen for special study in each category, with the justification for their choice, are shown in Table IV. In addition other schemes, which are close to those chosen for the sample, were briefly visited in the course of the survey to broaden the base of the sample and to make the macro-data more meaningful.

Table I: Headquarters Grading of Scheme

Please list all established schemes and grade with points from 1-4, on each of the criteria listed (explanatory notes attached).

Explanatory Notes on Grading System:

- (a) Employment creation: this refers to the number of people given employment by the scheme, on a per acre basis. Thus, a scheme which has 50 members and 30 acres of crops might get 4 points, while one employing 3 people on 20 acres, or on a poultry project, would get only 1 point.
- (b) Production efficiency: this refers to the amount of production, or anticipated amount, in relation to the acreage and capital invested. A scheme with high production per acre would get high points, provided the capital invested has a chance of being repaid; a scheme with low production and poor prospects would get low points.
- (c) Community stability: this refers to the degree of commitment of the members to the scheme, measured in terms of the number of original members who have left, the degree to which the members themselves are a unified group, the degree to which they are running the scheme themselves, etc.
- (d) Overall evaluation: this is an aggregate grading from the other four.

**Note:** It was accepted that the Department's grading would be to some extent a subjective one, but it was felt that it would be sufficient guide to ensure that some good and some less good schemes were included in the sample.

Table II: Scheme Classification by Major Enterprise

<u>Scheme</u>	<u>Major Enterprise</u>	<u>Number of Schemes</u>
Youth Schemes	(a) Chillies and Onions	22
	(b) Tea	6
	(c) Paddy	4
	(d) Passion fruit	3
	(e) Mixed crops	6
	(f) Other	7
Co-operative Farms	(a) Passion fruit	8
	(b) Subsidiary food crops	6
	(c) Livestock	3
	(d) Tea	1
	(e) Coconut	1
DDC Projects	(a) Subsidiary food crops	250
	(b) Poultry	70
	(c) Dairy	13
	(d) Fruits	12
	(e) Others	10
LRC Settlements	(a) Coconut	8
	(b) Rubber	4
	(c) Tea	3
	(d) Others	1

Table III: Evaluation of Schemes of Major Categories by Department Officers

<u>Scheme Type</u>	<u>Major Enterprise</u>	<u>Good</u>	<u>Depart- ment- al Medium</u>	<u>Grading Poor</u>
Youth Scheme	(a) Chillies and Onions	9	10	3
	(b) Vegetables	4	2	-
	(c) Tea	3	1	2
	(d) Passion fruit	3	-	-
Samupakara Gammana	(a) Subsidiary food crops	1	5	-
	(b) Passion fruit	4	4	-
	(c) Livestock	3	-	-
	(d) Tea	-	1	-
DDC Projects*	(a) Chillie and Onions	16	11	2
	(b) Poultry	1	2	1
	(c) Dairy	-	3	2
	(d) Fruits etc.		n.a.	
LRC Settlements	(a) Coconut			
	(b) Rubber			
	(c) Tea		n.a.	
	(d) Paddy			

\* Departmental grading was obtained for only 40 DDC Projects.

Table IV: Sample Selected

Group	Scheme	Major Crop	Duration	Degree of Success	Comments
Samupakara Gammana	1. Lassenagama (Kegalle district)	Passion-Fruit, Rubber	10 months	10/12	Successful scheme from dominant crop category
	2. Providence (Kurunegala)	Passion Poultry	20 months	9/12	Less successful scheme from dominant crop category
	3. Gilimale (Ratnapura)	S.F.C.	18 months	12/12	Successful scheme with second major crop; also for intergroup comparison.
	4. Meepilimana (Nuwara Eliya)	Livestock	18 months	11/12	Represents livestock schemes
	5. Baddegama (Galle)	Tea	14 months	9/12	Represents tea schemes
Youth Schemes	1. Visuwamadukulam (Jaffna)	Chillies Onions	7 years	10/12	Successful chillie scheme
	2. Manampitiya (Polonnaruwa)	Paddy Chillies	6 years	8/12	Less successful chillie scheme
	3. Yattapatha Thiniyawela (Kalutara)	Passion fruit	2 years	12/12	Represents passion fruit schemes
	4. Mandalapura (Galle)	Tea and Passion	7 years	11/12	Represents tea small-holder schemes.
	5. Kuda Oya (Nuwara Eliya)	Vege-tables	8 years	10/12	Represents upcountry schemes
DDC Projects	1. Middeniya (Hambantota)	Chillies Green gram	2 years	9/12	Successful chillie scheme
	2. Thonigala (Anuradhapura)	Chillies	18 months	9/12	Additional representative from major category
	3. Arangala (Matale)	Chillies vege-tables	19 months	5/12	Less successful chillie scheme

Table IV: Sample Selected (contd.)

Group	Scheme	Major Crop	Duration	Degree of Success	Comments
DDC Projects (contd)	4.Uppuweli (Trincomalee)	Poultry	13 months	9/12	Represents poultry schemes
	5.Yatinuwara (Kandy)	Dairy	20 months	n.a	Represents dairy schemes
Land Reform Settlements	1.Dammulla-hena (Colombo)	Coconut chillies etc.	12 months	-	Less high potential coconut estate, diversified.
	2.Farnham (Colombo)	Rubber Passion Plantain	2 months	-	Rubber estate, non-citizen labour
	3.Normandy (Kurunegala)	Cardamon	5 months	-	Mixed crop estate
	4.Yarrow (Kandy)	Tea	2 months	-	Tea estate neglected
	5.Serapis (Kurunegala)	Coconut Livestock	3 months	-	Good coconut estate with livestock

## Appendix 2: Supplementary Tables on Youth Settlement Schemes

Table A.2.1 Basic Data on Five Youth Schemes

Scheme	Location	Total estab- Area lish- (acres)	Date of lish- ment	No. of mem- bers	Reasons for Selecting the Scheme
Mandalapura	Galle district, Hiniduma DRO Division, 40 miles from Galle, via Udugama	305	Stage I, 1966 Stage II, 1972	32 90	Represents tea schemes (with passion)
Mannampitiya	Polonnaruwa district and DRO Division, 6 miles from Polonnaruwa on Batticaloa Road	100	1967	45	Represents paddy and SFC Schemes, less successful.
Kuda Oya	Nuwara Eliya district and DRO Division, 6 miles from Nuwara Eliya on Kandy Road	40	April 1968	33	Represents vegetable and mixed farming schemes
Yattapatha	Kalutara district, Agalawatte DRO Division, 42 miles from Kalutara via Pallawatte	3000	Stage I, 1966 Stage II, and III 1971-73	50 45 500	Represents passion fruit schemes
Viswamadukulam	Jaffna district, Kilinochchi DRO Division, 14 miles east of Kilinochchi	2250	Stage I, 1966-68 Stage II, and III 1971-72	175 210 220	Represents SFC Schemes

Table A.2.2      Land and Ecology

Scheme	Topography	Soil Description	Rainfall	Water Supply	Earlier Land Use	Physical potential
Mandalapura	Steep land, broken, rocky	Red-brown clay loam, lateritic outcrops	120-160 inches, peaks in May-July and October-December.	Streams, Ginganga River in valley below scheme.	Jungle, part cleared for chena, now with Illuk grass	Soil and climatic conditions good. Steep slopes necessitate soil conservation.
Mannampitiya	Flat, low-lying, prone to flooding by adjoining Mahaweli river	Heavy dark-brown clay loam. Fertile but poorly drained	n.a. Peak in October-January	Pumped from Mahaweli to every plot	Grassland. Part leased out for cultivation of tobacco, maize, chillies	Soil conditions good. Rainfall limiting. Need for reliable irrigation system.
Kuda Oya	Steep land, prone to erosion	Deep red-brown silt	n.a. Heavy rains May-August. Light rains September-December.	a) Stream runs above scheme. b) Kikiliyamana river in valley through middle of scheme c) Small pipe line from spring east of scheme	Jungle land, part under forest	Soil good though care needed against erosion. Water is limiting factor: Supplementary irrigation is needed, but expensive to instal.

Table A.2.2

Land and Ecology - continued

Scheme	Topography	Soil Distribution	Rainfall	Water Supply	Earlier Land Use	Physical potential
Yattapatha	Hilly land	Red-brown, fertile. Some parts rocky.	195 inches. Well distributed over 9 months	Perennial streams running through scheme	Jungle land, not developed	Promising but some doubt about maintenance of passion-yields with mono-cropping
Viswamadukulam	Flat or gently undulating	Sandy loam, mostly well drained. Some parts heavier	40-80 inches average 65 inches. Single monsoon Oct-December.	Wells and irrigation channels	Dense jungle, undeveloped	High potential soils; rainfall sufficient for Maha paddy crop, irrigation requirements of Yala chillies generally well provided

Table A.2.3

Selection Data

Scheme	How members heard about Scheme	How selection was done	Explanation of Scheme given at the time of selection	Whether expectations were fulfilled	Complaints raised about selection
Mandalapura	Notices put up by Grama Sevaka	Interview Board at DRO's office, DRO, DLO, S/LDO. For Stage II selection, list sent to M.P. and approved.	Stage I: told they would clear land collectively then get individual holdings. Government would give many subsidies, (daily subsistence, land clearing, houses, tools, seeds, clothes, etc.,) Stage II: promised Rs.1,600/- per acre and rations	Stage I: not disappointed Stage II: feel they should get the same subsidies as Stage I.	None
Mannampitiya	Notices in Grama Sevaka Offices. Loudspeaker announcements in Colonies	Interview Board DRO, DLO. Since 1970 new members sent by M.P.	1967-1968, applicants told would work collectively. 1969 onwards told would get two acres each, plus subsidies as above.	Members say irrigation is needed. Also they want legal title to their land.	None
Kuda Oya	Idea came from M.P. (UNP), news spread by his Secretary who is now a member. GA also put up notices all over the district	Interview Board, 125 applicants, 40 chosen. November 1968: 20 replacements selected from 500 applicants.	Told would get 2½ acres each, irrigation facilities, piped water, house, usual subsidies.	Got 1.2 acres each only. Inadequate irrigation. No subsidies after 1970. Many left because they felt promises had not been fulfilled	None by members. Project Manager says lazy people were chosen.

Table A.2.3

Selection Data - continued

Scheme	How members heard about Scheme	How selection was done	Explanation of Scheme given at the time of selection	Whether expectations were fulfilled	Complaints raised about selection
Yattapatha	Notices in Grama Sevaka Office	Interview Board. Long waiting list.	Individual holdings and usual subsidies promised	All fulfilled	None
Viswamadukulam	From notices and friends/ relatives who joined earlier	Land Kachcheri at DRO's offices. Future applicants must work as labourers for probationary period of 6 months	First recruits told to work collectively for two years. Later this idea was dropped. Rations, irrigation water, roads, health facilities, etc., promised.	Many of the promised subsidies did not materialize, or came late or quantity was reduced	None

Table A.2.4 Background of Members (a)

Scheme	Age of Members (years)		% of mem- bers Mar- ried	Education (% in each grade)					
	Aver- age	Range		Illit-	1st-	6th-	Above	SSC	SSC
<b>Mandalapura</b>									
I (32 members)	30	22-37	75	-	15	50	35	-	
II (90 members)	20	18-25	0	-	6	54	35	5	
<b>Mannampitiya</b>									
(45 members)	25	18-40	30	2	40	38	20	-	
<b>Kuda Oya</b>									
(33 members)	25	22-35	35	-	-	75	22	3	
<b>Yattapatha</b>									
I (.50 members)	30	25-35	60	-	)	-			
II&III(545 members)	21	18-28	9	-	5)	54	40	1	)
<b>Viswamadukulam</b>									
I (175 members)	30	23-35	30	-	-)	-			
II (210 members)	25	20-30	5	-	-)	8	90	2	
III (220 members)	25	20-30	5	-	-)	-			

Table A.2.5

## Background of Members (b)

Scheme	Training	Previous Experience	Father's Occupation	Distance from previous residence from Scheme	
				Average miles	Range miles
Mandalapura	1 Farm School Trainee 3 Co-op School Trainees 2 Carpenters 1 Mason Several Drivers	Majority were helping on father's farm. Small number worked as casual estate labourers.	All are farmers, average 2.5 acres of tea, rubber, vegetables, paddy. Small number do estate labouring also.	5	1-35
Mannampitiya	2 Drivers 1 Carpenter 1 Motor Mechanic 1 Bicycle Repairer 1 Mason	Majority were helping fathers or relatives on colonies. Two were driving; 1 was bus conductor; several were temporary labourers on colonies.	60% farm on Colonisation Schemes. Average 2.7 acres paddy, 2.1 acres highland. Balance farm in wet zone, but sons were with relatives on colonies. 1 father is a Kachcheri Clerk	15	7-20
Kuda Oya	3 Carpenters 1 Mask carver 2 Masons Several Drivers	Helping on father's farm. Five came straight from school. One was in Land Army (9 months). Some did trading.	Almost all are small subsistence farmers (paddy and vegetables, few have tea and rubber small-holdings). (most from Kotmale)	25	20-40
Yattapatha	2 Farm School Trainees 25 Co-op "	Majority came straight from School. Most helped on father's farm. Small number did casual labourer jobs. One managed a small estate.	Farming: 1-2 acres chena cultivation	34	9-56
Viswamadu-kulam	40 from Stage I were in Land Army. 2-3 years after leaving school. Some got training as masons. 12 Farm School Trainees. 3 Co-op School Trainees. 100 trained as drivers.	Most worked on father's farm for small number were employed as Co-op. salesmen, labourers, etc. Now more have got jobs as bus conductors, teachers, etc., in addition to farming at the Scheme.	Majority farm on Jaffna Peninsula (90%). Avg.size of holding 1/2 acre. 5% farm near Kilinochchi, 1-5 acres. Balance employed as Clerks etc., these are mainly fathers of Stage II & III boys. (Stage I boys from employed background would have left, Stage II and III boys will stay on)	(a) from Peninsula (95%) 50 40-60 (b) from main land (5%) 20 10-30	

Table A.2.6

Homogeneity of Members

Scheme	Different groups among members	Connection between members before joining		Homogeneity of membership
		No. of members known earlier	Percentage of members	
Mandalapura	Stage I and Stage II form separate groups, age difference but similar background. No conflicts between the two Stages but no co-operation either	0 1 - 5 6 - 10 > 10	20% 30% 40% 10%	All members of similar types, but little co-operation between them.
Mannampitiya	Early recruits selected by Interview Board; about 15 new recruits sent by M.P. since 1970.	0 1 - 5 6 - 10 > 10	10% 60% 30% -	No apparent conflicts or differences. But no strong feeling of community. Each member does as he pleases.
Kuda Oya	Original members are dubbed UNPers. 12 were insurgent suspects, all but one now released and returned to the Scheme	0 1 - 5 6 - 10 > 10	20% 20% 20% 40%	All similar background, but hard working members (c 30%) make sharp distinction between themselves and the rest who both they and Government Officers say are lazy and uninterested in farming.
Yattapatha	From 8 electorates of Kalutara district, low-country and up-country rural.	n.a.		All similar type but from many different areas. Little co-operation between them.
Viswamadukulam	Stage I members are older, less educated, many married and resident. Stage II and III are similar to each other, many from higher class families	0 1 - 5 6 - 10 > 10	- 40% 40% 20%	Well integrated, strong ties between members from same part of peninsula

Table A.2.7 Turnover of Members

	No. of times selection has been made	% of original members	% of all selected members who are still there	Stated reasons for leaving
Mandalapura	6	I - 18 II- 75	55	a) Insufficient income b) Could not do the work c) Thrown out by Manager because lazy
Mannampitiya	7	15	70	a) Danger of elephants b) No irrigation water c) No income d) To get better jobs
Kuda Oya	2	25	50	a) Too hard work b) Too cold climate c) Did not get the assistance that was promised
Yattapatha	3	n.a II & III -	I - 50 5	a) Thought it was a holiday home b) Too hard work
Viswamadukulam	7	I - 75 II & III -	I - 25 II & III - 5	a) Pioneering work too difficult b) Economic failure c) To get better jobs

Table A.2.8

Commitment of Members

Scheme	% living in Scheme	Average distance of home of non-residents from Scheme	Stated intentions of non-residents about residing in Scheme	% of members stating intention to resign
Mandalapura	I - 88	4 miles	Co-op. intends to cancel membership of non-residents, unless they come in within a month	None because income from tea and passion is good
	II - 100			
Mangampitiya	100	-	-	Many will resign if water supply is not improved
Kuda Oya	100	-	-	As above; many will leave if a good job comes up
Yattapatha	100 at peak periods	34 miles	n.a.	None
Viswamadukulam	25 permanently 75 have temporary houses occupied during cultivation season	50 miles	Majority building houses in home villages, not on Scheme	None

Table A.2.9

## Land Tenure System

Scheme	Previous holder of land	Present Holder	Acreage collectively held	Acreage individually held	
				Total	Avg. per Member
Mandalapura	Crown Land	State (title will be given to Co-operative)	- (24 acres of tea was collectively developed then divided up)	I - 80 II - 225	2½
Mannampitiya	Crown Land (Parts leased out to Moslem cultivators)	State (Members are clamouring for individual titles)	-	100	2
Kuda Oya	Forest Department	Government Agent	3 acres for common service buildings (47 acres were collectively developed, divided up in 1971)	37	1.1
Yattapatha	Crown Land	State (It has been suggested that Co-op. should buy the land and give holdings on conditional lease to members)	1,250 (undeveloped land, not yet allocated)	1,750	3½
Viswamadukulam	Crown Land	Allocated to individuals on LDO lease	600 (to be allocated in 1974; also includes about 200 acres of reservation which have been encroached)	I - 681 II - 630 III - 600 1,911 IV - an adjoining area of 3,080 acres given for village expansion in 1973.	3 3 3 3

Table A.2.10

Land Tenure References

Scheme	% of members preferring individual farming (with reasons given)	% of members preferring collective farming (with reasons)	% preferring combination (with reasons)
Mandalapura	80% prefer - (a) No tendency to miss work (b) More feeling of involvement (c) Relatives come to help	20% prefer (a) Equal income to all (b) Easy to do heavy work (c) All fields similar standard, weeds or diseases from one don't affect others	Co-operative marketing is good
Mannampitiya	100% (a) Easy for hardworker to get ahead (b) Can work any time	-	-
Kuda Oya	100% (a) Quicker economic development (b) All income comes to own pockets (c) No order in collective farming	-	-
Yattapatha	100% (a) Hard work is rewarded	-	-
Viswamadukulam	60% (a) Every one is different (b) Difficult to trust others (c) Difficult to distribute work (d) Individuals can own tractors and serve others	A few like collective farming of paddy for easy water distribution	40% (a) Cheaper for machinery to be owned in common (b) Can help each other if sick

Table A.2.11

Crop and Livestock Production

Scheme	Crop / Livestock	Acreage cultivated/ number kept	Total Production 1972/73	Average Yield 1972/1973
Mandalapura	1.Tea	24 acres (3/4 acre ea.)	236,164 lbs	9,840 lbs/acre
	2.Passion fruit	122 " ( 1 acre ea.)	286,235 lbs	9,000 lbs/acre
	3.Vegetables	61 " ( $\frac{1}{2}$ acre ea.)	Home consumption	-
Mannampitiya	1.Chillies	45 " (Yala season )	n.a.	250 lbs/acre
	2.Onions	1 acre	-	-
	3.Plantains	3 acres	-	-
	4.Paddy	50 " (Maha season )	-	-
	5.Sorghum	5 "	-	-
Kuda Oya	1.Potatoes	10 acres	800 cwt	80 cwt./acre
	2.Mixed vegetables (Cabbage, carrot, radish, beans, leeks, etc)	18 "	n.a.	n.a.
	3.Dairy cattle	17 ( 5 owned by Society, 12 by individuals)	n.a.	8-20 pints per cow daily
Yattapatha	1.Passion fruit	750 acres	3,376,462 lbs	4,500 lbs/acre
	2.Pineapple	23 "	-	-
	3.Paddy	55 "	n.a.	n.a.
	4.Other food crops	100 "	n.a.	n.a.
	5.Permanent crops	100 "	n.a.	n.a.
Viswamadukulam	1.Chillies	778 acres	9,678 cwts	12.4 cwt/acre
	2.Onions	100 acres	n.a.	n.a.
	3.Paddy	434 acres	n.a.	n.a.
	4.Coconut,mango,lime,etc.	200 acres	n.a.	n.a.
	5.Cattle and goats	4-5,000 animals	n.a.	n.a.

Table A.2.12

Crop Production Methods

Scheme	Land Clearing	Cultivation	Irrigation	Fertilizer and Agr-chemicals	Harvesting
Mandalapura	Done collectively by members, by hand. Subsidy given Rs.140/- per acre, plus Rs.210/- for soil conservation.	By hand, some members hire labourers for weeding	None	a) Co-op. provides fertilizer for tea, members pay Rs.10/- per month. b) Govt. grant of fertilizer for passion Rs.150/- per acre per year	Labourers from village pluck tea. Members harvest passion with their families
Mannampitiya	50 acres already cleared by short-term lessees. 50 acres collectively by members, subsidy paid Rs.60/- per acre, plus Rs.80/- for soil conservation	By tractor. Government gave 2 tractors and 1 hand-tractor to the Co-operative	Lift irrigation for chillies, paddy rainfed. Pumps from Mahaweli. Controlled by Irri.Dept.	Many do not use fertilizer. All use insecticide on chillies. Average cost Rs.150/- per acre, cultivation loans. Water is not enough.	Most use labourers for chillie weeding and harvesting.
Kuda Oya	10 acres cleared by Govt. contract. 30 acres cleared by members by hand and monkey grubbers. Stumping subsidy given Rs.30/- per acre.	By hand, by members and labourers. Tractor used for transport only as land is steep.	Small pipeline put in by Co-op. Co-op. up to Rs.1,000/- serves 10 farmers. 2 others put in own supply. Crops mainly rainfed. Hence 2 crops per year not 3.	All take on loan from per year.	Relatives and hired labour.
Yattapatha	Done by hand, groups of 25. Subsidies paid for clearing and soil conservation.	By hand, subsidy paid for digging holes	None	Provided as subsidy for two years	Relations and labourers
Viswamadukulam	Allottees engaged contractors. Did 10% them- selves. Now costs Rs.400/- per acre, subsidy given Rs.85/- to Rs.200/-	By tractor (Society owns 3, members have 25). Some use hired buffalo when land flooded.	I.Gravity Irrigation II.Lift " III.Wells dug in ea.allotment	Heavy use on chillies and paddy. Many allottees mix their own fertilizers.	Relatives and supplementary labour brought to farm from nearby villages.

Table A.2.13

<u>Scheme</u>	<u>Use of Family Labour</u>	<u>Labour Use</u>	<u>System of work organization</u>	<u>System of reward for labour</u>
Mandalapura	Land clearing and preparation, house construction, and all passion work done by members, sometimes with brothers or fathers from home	All tea work done by hired labourers, some bachelors use also for passion work. Difficult to get when villagers are harvesting paddy	Group system used earlier, now dropped. Occasionally neighbours co-operate, but if one man is sick, others don't usually help him, he gets a relative or hired labourer	Labourers daily paid, now Rs.4/- plus food. Members get value of harvest (sold to Co-op) less 5% to Society and Rs.10/- per month for tea fertilizer.
Mannampitiya	Most members have 2-3 relatives staying with them	No labourers live in farm, but all members use 4-5 for weeding, harvesting: pay Rs.4/- to 5/- plus food.	Highly individualistic. No co-operation between members. Occasional shramadana for land clearing, monkey hunts.	Society sells crops, deducts cost of ploughing, fertilizer, seed, distributes balance to members. But often forgoes deductions for members in difficulty.
Kuda Oya	Unmarried members have 1-2 relatives staying with them. Others: brothers, fathers, etc., come for harvest work	All hire 2-3 labourers from estates for weeding and harvesting, pay Rs.3/- to Rs.4/- plus meals.	Some attan (labour-sharing), but most say it clashes with their own labour needs.	Each member sells privately to Commission Agents. 3-10% deducted, plus transport. Balance to grower.
Yattapatha	Brothers and fathers sometimes come to help, but many of the unmarried members live alone.	All use labourers, many have permanent servant, paid Rs.50/- to Rs.75/-, others hire casual labourers from village, Rs.5/- p.d. plus food.	Very little co-operation between neighbours, everyone looks after his own work.	Members sell to Marketing Dept, through Co-operative. Transport costs deducted, balance to members.
Viswamadukulam	Most have 1-2 family members living with them, others come for harvest, especially brothers and sisters in school holidays.	Many have a permanent labourer from up-country tea estates. Paid Rs.80/- plus food. Additional labour from villages (for weeding and harvesting) or peninsula (for skilled cultivation work).	Little co-operation between members, very individualistic.	Traders come to buy from the allotments, all revenue to members, no deductions made especially to Co-operative.

Table A.2.14

Scheme	Item	Scheme Expenditures	(a) Capital Costs	Approx. Cost	How provided
Mandalapura		Amount			
	a)Establishment of tea plantation	24 acres		223,000.00	Grant (LCD)
	b)Establishment of passion "	132 "		214,000.00	" "
	c)Roads	3 miles		4,680.00	Grant (DLD)
	d)Buildings	2 houses, 3 sheds		17,236.80	" "
	Total			<u>458,916.80</u>	
Mannampitiya	a)Land clearing, soil conservation, 100 acres irrigation supply, etc.			235,000.00	Grant (LCD)
	b)Machinery	3 tractors (1 two-wheel) trailers etc.			
	c)Buildings and roads	Dormitory, office, stores, meeting hall, ) 1 model house )	40,000.00	" (LCD, Novib)	
	Total			<u>30,000.00</u>	" (DLD)
				<u>305,000.00</u>	
Kuda Oya	a)Land clearing, initial cultivation costs	40 acres		71,700.00	" (LCD)
	b)Buildings and furniture, etc.	Hostel, Office quarters, common rooms)			
		temporary huts, etc. )	57,160.00	" (LCD)	
	c)Machinery and equipment	2 tractors (1 two-wheel) 3 monkey grubbers, hand tools			
	d)Fencing and cattle	1 -		45,000.00	" (LCD, Novib)
	e)Road construction	1½ miles		6,500.00	" (DLD)
	Total			<u>2,350.00</u>	" (DLD)
				<u>182,710.00</u>	
Yattapatha	a)Land development	750 acres		1,800,000.00	" (LCD)
	b)Roads	5 miles internal, 10 miles improved		200,000.00	" (LCD)
	c)Buildings	Co-op. stores, farmers dormitory, etc.		294,000.00	" (LCD)
	Total			<u>2,294,000.00</u>	
Viswamadukulam	a)Land clearing, first year's cultivation costs	700 acres		600,687.03	" (LCD)
	b)Housing, fencing, domestic wells	n.a.		118,175.00	" (DLD)
	c)Restoration of tank, provision of irrigation supply	280 acres gravity irrigation, ) 420 acres lift irrigation )			
	Total			<u>2,480,000.00</u>	Grant (Irrig. Deptt.)
				<u>3,198,862.03</u>	

Table A.2.15

Scheme	Item	Amount	(b) Recurrent Costs 1972/73	
			Approximate cost p.a. Rs	How supplied
Mandalapura	a) Tractor Maintenance	-	12,000.00	1 tractor maintained by LCD, 1 by Co-op.
	b) Fertilizer	50 tons p.a.	20,000.00	LCD. After this year Co-op. must pay
	c) Staff salaries	4 Officers (S/LDO, O/LDO, Watcher, Driver)	13,000.00	LCD
	d) Co-op. Staff salaries	3 employees (Manager, Secretary, Driver)	5,000.00	Co-op
	Total		<u>50,000.00</u>	
Mannampitiya	a) Tractor maintenance and running	-	6,000.00	LCD
	b) Irrigation " " "	2 water pumps	6,000.00	Irrigation Department
	c) Seed and Fertilizer	n.a.	10,000.00	Co-op
	d) Staff salaries	O/LDO	3,000.00	LCD
	Total		<u>25,000.00</u>	
Kuda Oya	a) Tractor account	1 Tractor	800.00	Co-op.
	b) Dairy Account	5 cows	2,500.00	Co-op.
	c) Fertilizer account	-	20,000.00	Co-op.
	d) Staff salaries	Part-time O/LDO	500.00	LCD
	Total		<u>23,800.00</u>	

Table A.2.15

## Scheme Expenditures (b) Recurrent Costs 1972/73 - continued

Scheme	Item	Amount	Approximate cost p.a. Rs.	How supplied
Yattapatha	a) Staff salaries (Govt)	DLO, 3 COO, 9 O/LDO,) 1 Driver )	57,600.00	LCD
	b) Staff salaries (Co-op)	General Manager, 15 others (clerks, storemen, drivers)	27,120.00	Co-op. account, from levy on crop sales.
	c) Vehicles	1 jeep, 1 lorry, 5 tractors	50,000.00	LCD and Co-op.
	d) Fertilizer and agro-chemicals	For 125 acres at Rs. 800/-	100,000.00	Stage I only, from savings. Subsidised fertilizer on Stage II and III included in capital cost
	<b>Total</b>		<b>234,720.00</b>	
Viswamadukulam	a) Tractor costs	n.a.	4,607.00	Bank loan to Co-op.
	b) Fertilizer and agro-chemicals	n.a.	88,180.00	Bank loan to Co-op.
	c) Building repair	n.a.	57,931.00	Bank loan to Co-op. (part is Government subsidy)
	d) Consumer section	n.a.	130,098.00	Co-op. account
	e) Staff salaries (Govt)	2 COO.	50,000.00	LCD
	f) Salaries (Co-op)		7,512.00	Co-op. account
	<b>Total</b>		<b>338,328.00</b>	

## Note:

Advances or loans to individual settlers are excluded from this Table. See Table A.2.17

Table A.2.16

Scheme Returns

Scheme	1972/73 gross annual revenue	Average monthly income of members	Annual re-investment in Scheme	Returns to Government	Secondary benefits arising from Scheme
Mandalapura	Rs.160,000.00	Stage I - Rs 270.00 " II - Rs. 60.00	None	None(all money given as grants, not loans). No tax paid.	(a)Employment to nearby villagers (c. 180 man-days per week). (b)Foreign exchange earnings (c)Shops opened by villagers
Mannampitiya	" 110,000.00	Rs.150.00 (Ranges from Rs.50/00 to Rs.875.00)	None (No savings)	None (Co-op.loans outstanding, scheme still makes demands on Govt. after 7 years)	(a)Some employment for village people (b)Cheaper chillies and onions for village people (c)No demonstration effects
Kuda Oya	" 198,000.00	Rs.300/-	None (Rs.13,000/- remains from revenue of 1st paid) 3 harvests which were not distributed)	None (no payment for Govt. assistance, no taxes paid)	Very few. A little temporary employment for estate labourers. No demonstration.
Yattapatha	"1,820,000.00	Rs.350/- (Ranges from 100.00 to Rs.935.00)Average will be higher when whole plantation is in bearing.	n.a.	No repayments made	(a)Foreign exchange earnings (b)Employment to local villagers. (c)Secondary employment to processing factory (d)Demonstration
Viswamadukulam	5,420,000.00	Rs.500/- (Ranges from Rs.100/- to Rs.1,500/- )	No reinvestment	No recoveries, many loans outstanding	(a)Multiplier effect (b)Demonstration (big demand for allotments from educated youth) (c)Employment generation c. 4,000 people per day (d)F.E. savings

Table A.2.17

Loans and Repayments

Scheme	Amount of loan taken		Purpose	Dates	Source	Repayment Record
	By Scheme	by individuals (1)				
Mandalapura	-	Rs.150/- per member	Land clearing	1970	Co-op. Society (marketing margin)	Majority have not repaid
Mannampitiya	Rs. 20,000.00	Rs.1,500/-	Chillie cultivation	1972- 1973	People's Bank	Bank loan not yet repaid; members have repaid average 50 per cent of loan to Co-operative.
Kuda Oya	-	Rs.2,500/-	Fertilizer, seed, etc.	Annually	Co-op. Society (savings from 1st 3 crops)	65 per cent of 1971-72 loans outstanding. Repayment totalling Rs.62,574/25 deferred. 1973 loans outstanding also.
Yattapatha	-	(Ihalahewessa Stage I some members take up to Rs.400/- from 1974)	Fertiliser	1974	Co-op. Society	Not yet due
Viswamadukulam	a) 586,756.64	Rs.2,300/-	Chillie cultivation.	1967- 1972	Bank loan to old Society now dissolved.	Rs.463,556.64 still overdue
	b) 125,101.95	Rs. 800/- to Rs.1,800/-	Chillie and paddy cultivation	1973	Bank loans to Society; Society loans to individuals.	Not yet due

(1) The loans to individuals include only loans from institutional sources. Loans from private money lenders, friends and relatives are difficult to quantify but may be very significant particularly in schemes like Viswamadukulam where the crop is sold to private traders who often finance cultivation also. These loans are generally repaid even where the farmers default on loans from the Co-op.

Table A.2.18

Management System

Scheme	Appointed Officers			Elected Representatives		
	Position	Functions	Effectiveness	Position	Functions	Effectiveness
Mandalapura	a)S/LDO	Overall control President of Co-op.	Efficient but authoritarian	a)Co-operative Committee 9 members	Sets targets, takes contracts, markets crops, disciplines members	Very efficient, accepted by members
	b)O/LDO	Assists S/LDO in Stage II	As above	b)Co-op. Manager and Secretary elected by Co-op. Committee	Purchase fertilizer, As above market tea and passion	
Mannampitiya	O/LDO	Liaison with Kachcheri, President of Co-op.	Members appreciate him but he cannot mobilize them or their Co-operative	a)Co-op. Committee 9 members b)Welfare Committee	Applies for loans, Markets part of crop.	Lacks energy and understanding Inoperative
Kuda Oya	a)S/LDO	Visits weekly for supervision	Has good attitude but no time	Co-op. Committee 9 members	Gives loans, runs tractors and cattle, buys fertilizer and seed.	Corrupt and incompetent. Committee members fail to repay their loans, and do not ask others to.
	b)O/LDO	Lives nearby. Covers 32 colonies also. Gives little help	Has other jobs seems not to know most of members			

Table A.2.18

## Management System - continued

Scheme	Appointed Officers			Elected Representatives		
	Position	Functions	Effectiveness	Position	Functions	Effectiveness
Yattapatha	a) DLO (Project Manager)	Overall planning and Management, Co-ordinates Govt. Depts, physical progress of selects settlers.	Very efficient, largely responsible for rapid Scheme.	Co-op. Committee 9 members. DLO is President, 8 are elected.	Buys fruit, distributes fertilizer, runs tractors & Lorry, operates consumer shops	Efficient at day-to-day management; less competent at long range planning.
	b) 3 COO and Assist DLO 9 O/DOO		Generally competent	15 employees all members		
Viswamadukulam	a) DLO (Project Manager)	Overall planning and control. Co-ordinates Govt. Depts. supervises payments, discusses problems with Farmers Committee	Very efficient, he got the scheme going	a) Co-operative Committee 9 members incl. 2 COO	Obtain cultivation loans distribution fertilizer, are more interested in their tractor hire, private affairs, often oversee consumer shop	Inefficient. Committee members are more interested in their tractor hire, private affairs, often oversee consumer shop
	b) 2 COOO	Day-to-day management, supervision, co-ordination.	Competent but unable to give sufficient guidance to Co-op.	b) Water distribution Committee (9 members)	Fixes irrigation roster. Employs labourer to open and close control channels.	Almost inoperative. Unable to illicit tapping. Seldom meets.
	c) 5 O/LDOO	Assist COO	As above			

Table A.2.19

Provision of Services

Scheme	Training provided	Agricultural Extension	Co-operative Extension	Social Services	Services Needed
Mandalapura	3 members trained in Co-op. management (1 for 6 mths.) Many trained as drivers. No formal training since 1970	Agric. Dept officials rarely come, but S/LDO and O/LDO provide sufficient guidance	Co-op. Inspector comes monthly to check books and audit accounts	None. Earlier had library, sports, first-aid.	Medical, improved road, recreation facilities, more training.
Mannampitiya	Original members trained in tractor driving (1967-68). Since then nothing.	Agri. Office is 1 mile away but no one comes. Members want advice on crop diseases, etc.	Co-op. Inspector comes every 1-3 mths. Meets Treasurer, does not discuss with other members.	None on Scheme. Dispensary is 1 mile away.	Medical, improved water supply, library, recreational, more training.
Kuda Oya	a) Tractor driving: 10 members went for 2 week course in 1968. b) Book-keeping: 4 attended weekly classes for 3 mths. c) Vegetable cultivation: 2 day training for all on Govt. Farm 1968-1969.	AI comes when requested. Problem is with Vet., who comes very rarely.	Co-op. Inspector comes once in 3 mths. Attends Co-op. meetings and checks books.	None	Medical, recreational, management training.
Yattapatha	3 days training in passion cultivation at Government Farm	LCD staff provide	Co-op. Inspector comes frequently	Meeting hall, open-air theatre	Medical, School, Bakery.
Viswamadukulam	a) Agric. training at Maha Illuppallama for 20-30 members. b) Training class on Scheme at beginning of ea. season. c) Tractor driving prior to 1972 d) Occasional classes for Co-op. Committee	Left to LCD Staff. Quite adequate	As above	None.	Medical, education, Areas reserved for school and etc., but members are market, but not interested as not croached. Post permanently resident. Office built but not operating.

Table A.2.20Farm Layout and Buildings

Scheme	Layout	House Type	Farmers Preference
Mandulapura	Houses on holdings, scattered over 2 miles	25 tiled houses, balance mud and wattle with cadjan roof. Scheme buildings CI sheets, cement floor	Members prefer to live on their holdings, to watch their crops. Not interested in social life of village cluster.
Mannampitiya	Ribbon type development parallel to river. 1 mile length. Houses average 75 yards apart	Poor quality mud and wattle houses. Temporary only because of flood. (1 model wooden house on stilts built by LCD). Scheme buildings as above	As above
Kuda Oya	Houses on holdings, fairly compact as small scheme, 3/4 mile in length.	2 permanent farmers houses, balance mud and wattle but most have C.I.roofs. Scheme buildings as above.	Prefer to live on holdings to guard against thieves and wild boar.
Yattapatha	Blocked out, each holding has about 100 yards road frontage. Whole Scheme is 3-4 miles from end to end.	About 60 tiled houses, wattle and daub walls. 20 permanent houses in Ihalahevessa Stage I. Balance temporary.	As above. Living in a group causes problems.
Viswamadukulam	Blocked out along irrigation channels. Houses on holdings widely scattered. Scheme is 6 miles by 4 incl. jungle and reserves now being encroached.	Only 2 permanent houses, balance are poor quality mud and wattle. Scheme buildings as above.	As above, but majority of members are resident only in the cultivation season, so have little interest in building a community on the Scheme.

Table A.2.21

Relations and Attitudes

Scheme	Relationships within Scheme	Relations with neighbours	Relations with Government Officers	Relations with Others
Mandalapura	Individual orientation; members are too busy making money to worry about leadership or to start conflicts. They leave everything to the C.O.	Previously village people mocked the scheme members but now they are jealous. Many are employed as labourers. No fights or thefts reported.	Officers are autocratic, but members accept it because they make money.	Few people come. No political or other involvement.
Mannampitiya	Individual orientation. No community feeling, but no major disputes	Very friendly, villagers buy cheap chillies and onions. Some problems from villagers' stray cattle	Dependency. Members still expect Government to do everything for them	-
Kuda Oya	All members of similar background. friendly. But no one feels responsible for others' welfare.	Some villagers are jealous. Scheme members came from distant places, took our land and got help from UNP Government they say.	Members feel officers neglect the scheme, make promises which are not kept. Officers say members are lazy.	Since change of Government this scheme has suffered
Yattapatha	Individual orientation. Some labour exchange, no strong community feeling	Earlier youth made trouble in villages, now villagers respect wealth of youth, keen to make matches for daughters	Project Manager respected as father-figure; other officers accepted as youth are busy on their holdings	-
Viswamadukulam	Members are individualistic, trust neither each other nor the Co-operative. No leaders have emerged. No major disputes because too busy (when they are there) but some arguments over water.	Good. The scheme would be crippled if not for the labour supplied by nearby villages	Members expect everything from Government. Especially dissatisfied with Irrigation Department	-

APPENDIX 3SUPPLEMENTARY TABLES ON CO-OPERATIVE FARMS

## Table A.3.1 .. Basic Data

- " A.3.2 .. Land and Ecology
- " A.3.3 .. Selection Data
- " A.3.4 .. Background of Members (a)
- " A.3.5 .. Background of Members (b)
- " A.3.6 .. Homogeneity of Members
- " A.3.7 .. Turnover of Members
- " A.3.8 .. Attendance and Distance from Home
- " A.3.9 .. Land Tenure System
- " A.3.10 .. Crop and Livestock Production
- " A.3.11 .. Labour Use
- " A.3.12 .. Scheme Expenditures: Capital Costs
- " A.3.13 .. Scheme Expenditures: Recurrent Costs
- " A.3.14 .. Scheme Returns
- " A.3.15 .. Loans and Repayments
- " A.3.16 .. Management System
- " A.3.17 .. Provision of Services
- " A.3.18 .. Farm Layout and Buildings
- " A.3.19 .. Relationships and Attitudes

Some of the data given in several appendices may not tally with data in the main report as the latter has been updated through records available at the central level agencies.

Table A.3.1 Basic Data on Five Co-operative Farms

Scheme	Situation	Reasons for Selection
1. Baddegama	5 miles from Baddegama	Large Scheme. Established
2. Meepilimana	7 miles from Nuwara Eliya	Small Scheme. Pioneering venture.
3. Gilimale	15 miles from Ratnapura	Small Scheme with poultry farm.
4. Lassanagama	2 miles from Deraniyagala	Large Scheme. Wet Zone
5. Providence	3 miles from Ambalangoda	Small Scheme

Table A.3.2 Land and Ecology

Scheme	Topography	Soil Type	Rain-fall	Water Supply	Previous land use	Physical Potential
1. Baddegama	Flat land and hills	-	n.a.	Streams Wells	Neglected Tea 523 ac. Rubber 116 " Paddy 52 " Coconut 18 "	Good
2. Meepilimana	Flat undulating	Black Sandy	n.a.	Streams	Forest	Good
3. Gilimale	Flat land and hillocks	Yellow-brown. Rocky	n.a.	Streams	Jungle	Fair
4. Lassanagama	Hills	Red	n.a.	Streams Storage tanks	Neglected old rubber (15)	Good
5. Providence	Flat land and hillocks	Eroded Red Rocky	n.a.	Well Small stream	Neglected old rubber	Poor

Table A.3.3

Selection Data

Scheme	How members heard about the scheme	How Selection was done	What Explanation given about the scheme	Whether expectations were fulfilled	Whether complaints were raised about selection
1.Baddegama	Grama Sevaka LSSP Youth league	Interview	Co-op. enterprise	Yes	No
2.Meepilimana	Gazette	Interview	do-	Yes	Yes
3.Gilimale	Notices at Grama Sevaka Offices Friends	Interview	Job 1.Committee oriented 2.Project Manager	Yes	No
4.Lassanagama	SLFP Branches, Call for Shramadana	Interview	Co-operative ownership	Yes	No
5.Province	LSSP Youth Leagues, Grama Sevaka	Interview Board	Co-operative Farm	Yes	No

Table A.3.4

Background of Members (a)

Scheme	No.of members	Age		% Married	Education				SSC Passed	Above SSC
		Average	Range		Illiterate	1st 5th	6th 9th			
1.Baddegama	135	22	18-45	70	n.a.	n.a.	n.a.	10	n.a.	
2.Meepilimana	50	22	18-29	2	nil	13	30	5	2	
3.Gilimale	70	25	18-35	14	nil	35	28	7	nil	
4.Lassanagama	297	21	18-30	8	95	10	-	192*	nil	
5.Providence	30	20	18-23	7	nil	15	12	3	nil	

\*Those who passed six subjects or less

Table A.3.5

Background of Members (b)

Schemes	Training	Previous Experience	No.of members previously employed	Father's Occupation	Previous Residence
1.Baddegama	Carpenters, Carpentry, Mechanics, etc. Masons, Drivers, Rubber Tappers, Tea Pluckers	n.a.		Cultivators and Agri-cultural labourers	Within five miles
2.Meepilimana	Masons, Drivers, Carpenters	75% Agri-culture	6	Agriculture	Half to eight miles
3.Gilimale	Timber sawing, Carpenter	Agriculture, Kitul Tapping.	n.a.	Agriculture	Within five miles
4.Lassanagama	Drivers, Masons, Carpenters	Agriculture Agricultural labour	8	Agriculture, Agricultural labour	five to ten miles
5.Providence	Mason, Carpenter	40 per cent Agriculture	nil	40 per cent Agriculture	Three to five miles

Table A.3.6

Homogeneity of Members

Scheme	% of Members from farming background	Earlier Connections between members		Homogeneity of Membership
		No. known earlier	% of members	
1.Baddegama	n.a.	10	7	Homogeneous
2.Meepilimana	75	12	24	"
3.Gilimale	n.a.	n.a.	n.a.	"
4.Lassanagama	n.a.	Few	-	Education differs
5.Providence	40	nil	nil	Age and Education differs
				Homogeneous Experience differs

Table A.3.7 Turnover of Members

Scheme	No. of times selection has been done	% of original Members who are there	% of all Members who have left the scheme	Stated reasons for leaving
1.Baddegama	4	n.a.	53	Jobs, expelled, allowance insufficient.
2.Meepilimana	3	n.a.	50	Allowance insufficient. Work too hard.
3.Gilimale	6	45	47	1.No.understanding of Co-op. 2.Low allowance 3.Expelled
4.Lassanagama	3	n.a.	6	Expulsion, sickness.
5.Providence	1	56	44	Low allowance. Better jobs

Table A.3.8 Attendance and Distance from Home

Scheme	% living in Scheme	Average distance of homes of non-residents from Scheme	% daily attendance average
1.Baddegama	3	within five miles	55
2.Meepilimana	nil	three miles	40
3.Gilimale	nil	two-and-a-half miles	40
4.Lassanagama	100	-	n.a.
5.Providence	nil	four miles	20

Table A.3.9

Scheme	Previous holders of land	Present holder	Acreage col- lectively held		Acreage individu- ally held	
			Total	Average per Member	Total	Average per Member
1.Baddegama	Private land	Govt.Agent	736		Nil	Nil
2.Meepilimana	Crown	Govt.Agent	10		Nil	Nil
3.Gilimale	Crown	Govt.Agent	44		Nil	Nil
4.Lassanagama	Private land	Govt.Agent	549		Nil	Nil
5.Providence	Private land	Govt.Agent	125		Nil	Nil

Table A.3.10

Crop and Livestock Production

Scheme	Marketed Production		Retained for home consumption	
	Quantity	Value Rs	Quantity	Value Rs
Baddegama	(9 times)	64,888	nil	nil
Meepilimana	Potatoes	63,000 510 cwts	nil	nil
Gilimale	Eggs,birds	7,847	nil	nil
Lassanagama	Rubber	188,899	nil	nil
	Mixed	43,534		
	Timber	6,005		
	Passion	2,226		
	Others	1,526		
Providence	Poultry	23,754	nil	nil
	Passion	1,102		
	Vegetables	486		
	Chillies	155		
	Coconut	1,449		
	Milk	142		

Table A.3.11

Labour Use

Scheme	Use of family labour	Use of hired labour	System of work organisation	System of reward for labour
Baddegama	n.a.	n.a	Groups for different crops, e.g. tea 40, Rubber 18, etc.	Allowance only. Profits will be distributed later.
Meepilimana	nil	nil	Grouped for jobs. Tasks for individuals too.	Allowance for share of profits.
Gilimale	nil	nil	Grouped for jobs	Allowance, Hopes to share profits.
Lassanagama	nil	negligible	Permanent groups of 10 manage 10 acres passion blocks and vegetables, etc. Rubber tapping: paid by the pound by latex.	Hopes to share profits
Providence	nil	nil	Three groups	allowance

Table A.3.12

Scheme expenditures: Capital Costs

Scheme	Item	How supplied. loan or grant	By whom	Amount	Cost
				Rs	(approx) Rs
Baddegama	Jungle clearing, land preparation, implements, etc.	Govt. Grant		70,000	58,500
Meepilimana	Building	Govt. Grant		10,000	10,000
Gilimale	Building, jungle clearing, etc., Implements, etc.	Grant from Ministry of Agri. & Lands, Loan- People's Bank		50,000 38,409 35,000	16,475 38,409 8,735
Lassanagama	Buildings, soil conservation etc. Purchase of equipment, building of water pumps, purchase of vehicles	Ministry grant, Loan from Ministry. Loan from People's Bank		257,000 100,000 193,500	336,459*
Providence	Office Tools Poultry Piggery Cattle shed Barbed wire Stores building Goats	Grant from Ministry of Agri. & Lands. Subsidy on passion fruit. Loan from People's bank		1,292 1,932 4,492 92,250 4,818 26,500 2,347 2,586 125	1,317 791 14,882

\* Up to September 1973.

Table A.3.13

Scheme Expenditures: Recurrent Costs

Scheme	Item	How supplied	Amount	(Approx) Cost
			Rs	Rs
Baddegama	Members allowance and cultivation expenses	Loans, receipts etc.	-	105,600
Meepilimana	Members allowance Cultivation Expenses	Govt. Grant and Bank Loan	26,135 38,078	
Gilimale	Poultry feed and Labour	Funded from (a) Govt Grant	50,000	13,633
	Loan repayments	(b) Loan	35,000	8,149
	Timber Corp'n			43,713
	Royalties			17,792
	Miscellaneous			83,287
Lassanagama	Adm. loan repayment	Grant. Ministry of Agri. & Lands	257,000	449,489
	Maintenance	-do-	100,000	
	Vehicles			
	Cultivation	Loan-People's Bank	193,500	
Providence	Members allowance	Grant-Ministry of Agri. & Lands	92,250	128,614
	Passion, tractor, vegetable, festival	Subsidy on passion	4,818	
	advance, poultry	Loan from People's		
	Administration and	Bank	26,500	
	Miscellaneous			123,568

Table A.3.14

Scheme Returns

Scheme	Total Returns	Return to Members	Return to Scheme	Return to Government	Secondary benefits
	Rs	Rs	Rs	Rs	
Baddegama	64,888		64,888		Foreign exchange earned
Meepilimana	63,000		63,000		Foreign exchange saved
Gilimale	93,086	Rs. 60/- to " 100/- per month	93,086	8,149	-
Lassanagama	242,190		242,190*		Foreign exchange earned
Providence	44,864		44,864	-	-

\*September 1973

Table A.3.15 Loans and Repayments

Scheme	Amount of loans taken				Dates	Sources	Repayment Records
	By Scheme	By individual members	Purpose				
	Rs	Rs					
Baddegama	80,000	5,000	Development	nil	n.a.	Ministry of Agri.&Lands	Not repaid
Meepilimana	10,000	nil	"	"	n.a.	-do-	-do-
Gilimale	35,000	100 festival advances	"	"	n.a.	People's Bank	8,149
Lassanagama	193,500	nil	Development and main- tenance	73.1.24 to 73.5.28	73.1.24 to 73.5.28	People's Bank and ) Bank and ) Min.of Agri.&Lands	156,219
Providence	26,500	nil	-do-	-	-	People's Bank	n.a.

Table A.3.16 Management System

Scheme	Appointed Officers			Elected Representatives		
	Position	Functions	Acceptance Effectiveness	Position	Functions	Acceptance Effectiveness
Baddegama	7 Govt. Officers	Director of Board		2 members	Director of Board	Vacant
	2 Govt. Officers	Project Managers	Accepted			
	SLDO & DDA					
Meepilimana	3 Govt. Officers, DLR, Vet, Suregon	Directors Project Manager Directors		6 members	Directors	2 Vacant
	1 DO(LC's)	Director				
Gilimale	M.P V.C. Chairman	President, Accepted Vice-		1 member	Director	Criticised
	6 Govt. Officers	President				
	1 member					
Lassanagama	1 Project Manager	Management Secretarial	-do-	9 members	Directors	
	1 Secy	Accounting		*		
	1 Account- ant					
Providence	5 Govt. Officers	Directors of Board	-do-	1 member	Observer at Board meetings	Accepted

\*Member of National State Assembly for Dehiowita is an Hon. Member and President of the Board.

Table A.3.17

Provision of Services

Scheme	Training provided	Agricultural Extension	Co-operative Extension	Social Services	Services needed
Baddegama	nil	In the Board	In the Board	In the vicinity school, dispensary	nil
Meepilimana	nil	Helpful	Helpful	-do-	nil
Gilimale	1 week at Ratnapura	Once or twice a month	Once a week visit	Dispensary 12 miles	nil
Lannanagama	Co-op	nil	Helpful	Doctor weekly school close by, library available	Post Office
Providence	Agri-culture visits Animal husbandry	All visits	Few visits	Facilities in the vicinity	nil

Table A.3.18

Farm Layout and Buildings

Scheme	Layout	Home type
Baddegama	one block	nil
Meepilimana	one block	nil
Gilimale	one block	nil
Lassanagama	one block	1.old buildings
Providence	one block	2,Service permanent for groups

Table A.3.19

Relationships and Attitudes

Scheme	Relations within schemes	Relations with neighbours	Relations with Govt. Officers	Others
Baddegama	Good	Not good	Conflicting advice	nil
Meepilimana	Good	Good	Good	-
Gilimale	Little commitment, no conflicts	Good	Authoritarian Officers	-
Lassanagama	Good	Very good	Indifferent	-
Providence	Good	Unfavourable	Good	nil

APPENDIX 4SUPPLEMENTARY TABLES ON DDC AGRICULTURAL PROJECTS

Table A.4. 1 .. Basic Data

- " A.4. 2 .. Land and Ecology
- " A.4. 3 .. Selection Data
- " A.4. 4 .. Background of Members (a)
- " A.4. 5 .. Background of Members (b)
- " A.4. 6 .. Homogeneity of Members
- " A.4. 7 .. Turnover of Members
- " A.4. 8 .. Commitment of Members
- " A.4. 9 .. Land Tenure System
- " A.4.10 .. Crop and Livestock Production
- " A.4.11 .. Production Methods
- " A.4.12 .. Crop and Livestock Production
- " A.4.13 .. Labour Use
- " A.4.14 .. Scheme Expenditures - Capital Costs
- " A.4.15 .. Scheme Expenditures - Recurrent Costs
- " A.4.16 .. Scheme Returns
- " A.4.17 .. Loans and Repayments
- " A.4.18 .. Management System
- " A.4.19 .. Provision of Services
- " A.4.20 .. Farm Layout and Buildings
- " A.4.21 .. Relationships and Attitudes

Table A.4.1

Basic Data on Five DDC Agricultural Projects

Scheme	Situation	Reasons for Selection
Thonigala	2 miles from Padaviya	Paddy Scheme
Arangala	10 miles Matale Road on Dambulla Naula AGA Division	Small schemes not very successful.
Middeniya	20 miles off Tangalle Wiraketiya AGA's Division	Large successful scheme.
Uppuweli	3 miles from Trincomalee	Poultry
Madapalatha	8 miles from Kandy Pilimatalawa AGA Div.	Dairy Service Co-operatives

Table A.4.2

Land and Ecology

Scheme	Topography	Soil Type	Rainfall	Water Supply	Previous land use	Physical potential
Thonigala	Flat	Dark brown	n.a.	Lift irri. from channel	Forest	Good
Arangala	Flat low lying	Red	50"-75" annual	2 wells	Uncultivated	Good
Middeniya	Flat low lying	Red	75" annual	Wells	Forest	Good
Uppuweli	Flat, low lying subject to floods	Sandy	75"	From Navy	n.a.	-
Madapalatha	-	not applicable	-	-	-	-

Table A.4.3

Selection Data

Scheme	How members heard about the scheme	How selection was made	What explanation given about scheme	Whether expectations were fulfilled	Wherever complaints were raised about selection
Thonigala	Grama Sevaka's notice	Interview by Board	Start collectively Drift to individual plots	Yes	No
Arangala	M.P. Planning Officers	M.P.	To develop a farm on individual lines with Co-op. assistance	Yes	No
Middeniya	Notices	Interview by Board	Service Co-op.	Yes	No
Uppuweli	Notices in Grama Sevaka's Office	Interview by Board	20,000 grant promised		No
Madapalatha	"	Interview by Board	Home garden Dairy Project	Yes	No

Table A.4.4

Background of Members (a)

Scheme	No. of members	Age		% Married	Education					
		Avg.	Range		Illit- erate	1st - 5th	6th - 9th	Passed SSC	Above SSC	
Thonigala	40	32	18-55	38	nil	10	25	4	1	
Arangala	10	21	20-22	nil	nil	nil	8	2	nil	
Middeniya	145	27	25-40	15	25*	37	52	30	-	
Uppuweli	17	20	18-33	nil	nil	nil	17	nil	nil	
Madapalatha	18	22	18-35	15	nil	3	9	6	nil	

\* estimates

Table A.4.5

Background of Members (b)

Scheme	Training	Previous Experience	% of members previously employed	Father's Occupation	Previous Residence
Thonigala	Driving Mechanism	Agriculture	nil	Farming business	1-1½ miles
Arangala	nil	"	nil	Farming	2 "
Middeniya	nil	"	nil	Farming	1-2 "
Uppuweli	2 agri.Trg. 2 Co-op. 1 weaving	1 weaving demonstra- tion	6	Clerical and similar jobs	2½ "
Madapalatha	Nil	Management of small dairy	nil	Farming	Home garden project

Table A.4.6

Homogeneity of Members

Scheme	% of members from farming background	Earlier connections between members		Homogeneity of membership
		No. known earlier	% of Members	
Thonigala	90	10	25	Homogeneous
Arangala	100	nil	nil	"
Middeniya	100	n.a.	-	"
Uppuweli	nil	2	12	14 Tamils 2 Sinhalese 1 Muslim
Madapalatha	100	4	20	No group activities

Table A.4.7Turnover of Members

Scheme	No. of times selection has been done	% of original members who are there	% of all members who have left the scheme	Stated reasons for leaving
Thonigala	2	100	nil	-
Arangala	1	50	50	Lack of interest Theft, Job.
Middeniya	1	100	nil	-
Uppuweli	3	n.a.	20	to get married
Madapalatha	1	100	nil	-

Table A.4.8Commitment of Members

Scheme	% living in scheme	Average distance of homes of non-residents from scheme	% daily attendance Average
Thonigala	5	1 1/4 miles	n.a.
Arangala	40	2 "	80
Middeniya	nil	1-2 "	n.a.
Uppuweli	nil	2 1/2 "	n.a.
Madapalatha	100 (home garden project)	-	-

Table A.4.9

Land Tenure System

Scheme	Previous holder of land	Present holder	Average collectively held	Acreage individually held	
				Total	Average per member
Thonigala	Crown land	Govt. Agent	40	nil	nil
Arangala	Crown land	" "	nil	18	1.8
Middeniya	Crown land	" "	166	166	1.1
Uppuweli	n.a.	n.a.	nil	nil	nil
Madapalatha	Home garden project	Individual ownership and lease	50	50	3

Table A.4.10

Crop and Livestock Production

Scheme	Crop/Livestock	Acreage grown/number kept	Total production 1973	Average yield
Thonigala	Chillies and vegetables	25 acres	n.a.	6 cwt.dried chillies
Arangala	Chillies	3 acres	Rs.72,360/-	n.a.
Middeniya	Chillies Green gram	163 "	n.a.	n.a.
Uppuweli	Poultry	4,284 birds	n.a.	n.a.
Madapalatha	Dairy	90 (estimated)	n.a.	n.a.

Table A.4.11

Production Methods

Scheme	Land clearing	Cultivation	Irrigation	Fertiliser	Agro-chemical
Thonigala	by hand	by hand	Lift irrigation from canal	for chillies	nil
Arangala	by hand	by hand	2 wells	for chillies	nil
Middeniya	Tractor and by hand	by hand	Rainfed	for chillies and Green gram	nil
Uppuweli	not applicable	not applicable	not applicable	not applicable	not applicable
Madapalatha	"	"	"	"	"

Table A.4.12 Crop and Livestock Production

Scheme	Production cost main enterprises by item	Marketed Production		Retained for home consumption		Value Rs
		Quantity	Value Rs	Quantity	Value Rs	
Thonigala	Chillies	n.a.	120,000 *	n.a.	n.a.	n.a.
Arangala	Chillies	n.a.	72,360	n.a.	n.a.	n.a.
Middeniya	Chillies	n.a.	n.a.	n.a.	n.a.	n.a.
Uppuweli	Poultry	n.a.	-	n.a.	n.a.	n.a.
Madapalatha	Dairy	n.a.	-	n.a.	n.a.	n.a.

\*Estimated by Project Manager at Rs.3,000/- per individual

Table A.4.13 Labour Use

Scheme	Use of family labour	Use of hired labour	System of work organisation	System of reward for labour
Thonigala	Nil	Nil	Groups of 3 persons per 3 acre blocks	Produce taken as reward
Arangala	2 per member	2 per member	Individual plots	Produce taken as reward
Middeniya	Family labour used	Occasionally used	Individual plots	Produce taken as reward
Uppuweli	n.a.	n.a.	4 groups each with a leader	Rs.125/- per month average
Maddapalatha	1 per member	nil	Individual home garden project	Produce taken as reward

Table A.4.14 Scheme Expenditures - Capital Costs

Scheme	Item	How Supplied, By whom loan or grant	Amount allocated Rs.	Amount spent (approx) Rs.
Thonigala	Land Clearing	Ministry of Planning (Grant)	80,187	10,000
	Fencing			2,000
	Equipment			6,733
	Water Pumps, etc.			free
				<u>18,733</u>
Arangala	Land Preparation	"	28,800	10,800
	Fencing			2,700
	Building			900
	Implements			13,400
	Equipment, etc.			1,000
				<u>28,800</u>
Middeniya	Jungle Clearing	"	172,000	<u>124,293</u>
Uppuweli	Building	"	73,600	61,000
	Birds	MPCS		5,000
	Utensils			10,000
				<u>76,000</u>
Madapalatha	Buildings	"	39,450	39,450
	Purchase of cattle	MPCS	24,020	24,020

Table A.4.15      Scheme Expenditure - Recurrent Costs

Scheme	Item	How Supplied	Amount allocated	Amount Spent (approx)
			Rs	Rs
Thonigala	Seed	Ministry of Planning	80,187	1,242
	Fertiliser			763
	Miscellaneous			1,010
	Agro-chemicals			351
	Other			1,784
	Tractors			700
	Food			800
	Pump			250
				<u>6,900</u>
Arangala	Fertiliser	—	28,800	500
	Seeds			6,000
	Agro-Chemicals			300
				<u>6,800</u>
Middeniya	Seed, Fertilisers, etc.	Individual farmers	124,293	* 300 per acre
Uppuweli	Feed	Loan,		
	Drugs	People's Bank	50,000	306,315
	Electricity			
	Lorry hire,etc			
Madapalatha	Grass	Individuals	n.a.	n.a.
	Poonac	procure the supplies with own finance		

\*Approximate expenditure by individual farmers

Table A.4.16      Scheme Returns

Scheme	Total Net returns	Return to Members	Return to Scheme	Return to Government	Secondary Benefits
Thonigala	120,000 (approx)*	120,000 (approx)	nil	nil	nil
Arangala	72,360	72,360	nil	nil	nil
Middeniya		Rs.3,000/- to Rs.6,000/- (estimated)	nil	nil	Technology demonstrated to villagers
Uppuweli	n.a.	Rs.125/- average per member	nil	nil	nil
Madapalatha	n.a.	n.a.	nil	nil	Employment to few members of one household

\* Estimated by Project Manager at Rs.3,000/- per individual

Table A.4.17 Loans and Repayments

Scheme	Amount of loans taken		Purpose	Dates	Source	Repayment Record
	By Scheme	By individual Members				
Thonigala	nil	nil	-	-	-	-
Arangala	nil	Rs.6,800/-	Seed Fertiliser, etc.	1973	MPCS	Repaid in full
Middeniya	nil	nil	-	-	-	-
Uppuweli	Rs.50,000	Festival advance	Festival	-	People's Bank	nil
	Rs.50,000	Rs.100/- each			MPCS	15,000/-
Madapalatha	nil	Rs.24,020/-	Purchase cattle	1973	MPCS	5,400/-*

\* Estimated at Rs.300/- per person

Table A.4.18 Management System

Scheme	Appointed Officers			Elected Representatives		
	Position	Function	Acceptance Effectiveness	Position	Function	Acceptance Effectiveness
Thonigala	Development Assistant	Management	Effective	Committee of 5 members	Discuss problems	Accepted
Arangala	MPCS Board	Management	Effective	nil	nil	-
Middeniya	Director of the Board, AGA, CI, and Development Assistant	Management	Effective	3 members	Directors of the Board	-
Uppuweli	Development Assistant, Branch Manager, MPCS Clerk	Management	-	2 members	Board of Management	-
Madapalatha	Development Assistant	General Supervision	Accepted	nil	nil	-

Table A.4.19 Provision of Services

Scheme	Training Provided	Agricultural Extension	Co-operative Extension	Social Services	Services Needed
Thonigala	nil	Seldom visited	Yes	-	-
Arangala	One course on water pump operation	"	MPCS managed	-	-
Middeniya	nil	"	Yes	-	-
Uppuweli	Vet Surgeon conducted classes	-	-	-	-
Madapalatha	nil	-	-	-	-

Table A.4.20 Farm Layout and Buildings

Scheme	Layout	Home Type	Farmer Preference
Thonigala	One Block	Temporary	Cluster
Arangala	One Block	4 old houses	Cluster
Middeniya	Two Blocks adjoining	Nil	Cluster
Uppuweli	-	-	-
Madapalatha	Scattered home gardens	Village houses	Scattered

Table A.4.21 Relationships and Attitudes

Scheme	Relations with Scheme	Relations with Neighbours	Relations with Government Officers	Others
Thonigala	Good	Good	Excellent	Nil
Arangala	Good	Not good	Good	Nil
Middeniya	Good	Good	Good	Nil
Uppuweli	Good	Good	Good	Nil
Madapalatha	Good	Good	Good	Nil

Appendix 5: Supplementary Information on Land Reform  
Co-operative Settlements

Table A.5.1 .. Basic Data on Five Schemes

Table A.5.2 .. Land and Ecology

Table A.5.3 .. Selection Data

Table A.5.4 .. Age, Education and Marital Status  
of Members

Table A.5.5 .. Previous Training, Experience and  
Residence of Members

Table A.5.6 .. Homogeneity of Members

Table A.5.7 .. Turnover of Members

Table A.5.8 .. Commitment of Members

**Table A.5.1****Basic Data on Five Land Reform Settlements**

Name	Location	Area	No. of members	Date of Establishment	Reasons for selection of the scheme
Serapis	Kurunegala District. Polgahawela DRO Division. 1 mile from Polgahawela on Kegalla District	200 acres	51	1 October 1973	Represents coconut schemes, well maintained.
Dammulahena	Colombo District Nittambuwa DRO Division	155 acres	28	6 January 1973	Represents coconut schemes, poorly maintained.
Normandy	Kurunegala District and DRO Division, 13 miles from Kurunegala.	375 acres	50	20 July 1973	Represents mixed crops schemes, neglected.
Yarrow	Kandy District, Gampola DRO Division. 17 miles from Gampola on Pupuressa Road.	361 acres	73	6 October 1973	Represents tea schemes, Neglected.
Farnham	Colombo District. Hanwella DRO Division. 1½ miles from Avissa- wella on Colombo Road.	409 acres	48	2 November 1973 (acquired 21 May, 1973 )	Represents rubber schemes, well maintained.

Table A.5.2

Name	Topography	Soil Description	<u>Land and Ecology</u>		Earlier land Use	Physical Potential
			Rainfall	Water Supply		
Serapis	Mainly flat, rocky hill in the middle	Red brown clay well drained, fertile	95.5" average, dry spell in Jan-Feb.	Bordered by two permanent rivers. Many wells. A small reservoir	Coconut and under-planted pasture. Cattle, pigs, poultry. Paddy field	Very high well developed estate
Dammulahena	Steep in places	Red brown sandy soil, erodible	n.a.	Streams	Coconut. Grazing by villagers' cattle	Fair potential, but rocky, and uncertain rainfall
Normandy	Very steep and rocky, liable to earth slips. Rises from 600-2700 feet.	Sandy loam, deep in parts erodible	n.a.	Streams dry up in dry season	Cardamom, cocoa, coffee, coconut, kitul, forest	Fair potential, reasonably well maintained
Yarrow	Steep rocky land	Red brown sandy soil, erodible but well conserved	n.a.	Small springs, but water shortage	Tea and rock	Fair but rocky
Farnham	Medium slopes, some fields are rocky	Light brown sandy loam, well drained	155.4 inches (average) well distributed over year	Plentiful streams, piped supply to factory and bungalow, little wells.	Rubber, some inter-planted passion, plantain, little coconut	High potential, rainfall good, soil needs fertilising

Table A.5.3

Selection Data

Name	How Members heard about scheme	How selection was done	Explanation of scheme given at time of selection	Whether expectations were fulfilled	Complaints raised about selection
Serapis	From Grama Sevaka and notices	Old workers given membership automatically. Interview Board for new members: DRO, DLRA, Director AI, MP's Secretary.	Old workers and new members would work the farm together as a collective. Government would provide loans and advice	In the process of fulfilment. Loans for some items not yet received	None by new members. Old workers wanted places for their unemployed children.
Dammulahena	From Grama Sevaka and notices	Interview Board (DRO, AI, CI)	Originally promised two acre individual holdings, changed to collective assistance of various sorts.	Policy was later	None
Normandy	M.P. through Co-op, President persuaded youth to join	All who applied were given membership	The farm would be run as a Collective, belonging to the members	Satisfactory	None
Yarrow	From notices, friends and M.P.	Majority appointed by M.P. some interviewed by Board (MP, CI.etc)	Members were told they would develop it as their estate, with the labourers. 1/4 acre homesteads would be given in a village.	In the process	Many have little understanding
Farnham	Ex-Superintendent informed workers that estates would be taken over.	LRC Officers asked citizen workers to join	Told Co-op. would be formed for citizen members. Non-citizens would continue as labourers. Profit distribution to members after 6 months. Improved living standards.	Too early to say.	Non-citizens and ex-kanganis are dissatisfied.

Table A.5.4 Background of Members (a)Age, Education and Marital Status

Scheme	Age of Member		% of members married	Education (No. in each grade)				
	Aver- age	Range		Illि- terate	1st- 5th	6th- 9th	SSC	Above SSC
Serapis (51 members)	34	18-53	66	10	20	15	6	-
Dammulahena (28 members)	22	18-35	3.6 (1 member)	-	-	22	5	1
Normandy (50 members)	25	19-42	80	18	20	10	2	-
Yarrow (73 members)	34	18-55	60	5	8	50	8	1
Farnham (48 members)	35	18-55	80	5	18	25	-	-

Table A.5.5

## Background of Members (b)

Scheme	Training	Previous Training, Experience and Residence		Distance of previous Residence from Scheme	
		Previous Experience	Father's Occupation	Average	Range
Serapis	2 drivers 2 carpenters 1 weaver 2 masons 1 bacon-maker	Most new members were helping on father's farm. Old workers were milkmen, bacon factory operators, estate-labourers at Serapis	Majority of new members are sons of small farmers. Some worked as coconut huskers, etc.	1.5 miles (new members)	$\frac{1}{2}$ - 7 miles
Dammulahena	3 drivers 2 masons 1 carpenter	Most helped on father's farm; some beedi-making, hand-loom work, etc.	Small farmers (1 acre or less). Casual labourers	3.9 miles	$\frac{1}{2}$ - 7 miles
Normandy	1 driver 1 mason 1 carpenter	a) Estate labourers, (kitul tapping, cocoa and cardamom work, etc. b) Helping on father's farm c) 2 road workers d) 1 beedi-maker	Small farmers, estate labourers	1.1 miles	$\frac{1}{2}$ - 2 miles
Yarrow	5 carpenters 10 masons	30 worked on the estate 43 helped on father's farm	Small farmers, estate labourers	1 mile	0-1 $\frac{1}{2}$ miles
Farnham	6 carpenters 1 driver	2 kanganis 33 rubber tappers 4 factory workers 9 sundry workers	Younger people mainly sons of labourers, others are from farming or labouring background	1 mile (15 members live miles outside the scheme. Balance resident)	$\frac{1}{2}$ - 1 $\frac{1}{2}$ miles

Table A.5.6

Homogeneity of Members

Scheme	Different groups among members	Connection between members before joining the scheme	Homogeneity of membership
Serapis	<p>a) Old estate workers (12 male, 22 female, 3 are Tamil) are unified among themselves.</p> <p>b) Young members (14 male, 3 female) live outside and form a separate group</p>	Old workers lived together on the estate. New members come from different villages, few knew each other previously. Most old workers unknown to young members and vice-versa.	2 distinct groups. Some resentment between them.
Dammulahena	All from similar background. All male. No permanent labourers were on the estate before. Some caste differences.	Many were known to each other before joining (10-15 friends among other members).	Cohesive group but caste differences, now suppressed, show signs of emerging.
Normandy	Mainly village people of similar background. No permanent labourers were on the estate.	Many known to each other earlier, (10-15 friends among other members).	Homogeneous: old members respect youth.
Yarrow	<p>a) Old estate labourers 30. (20 male, 10 female).</p> <p>b) Newly appointed labourers 43 (33 male, 10 female).</p> <p>c) Appointed supervisors, 8.</p> <p>d) Non-citizen labourers 100-200 (these are not members but work together with them)</p>	Majority live in Mulgama village bordering on the estate.	Heterogeneous community. Majority have labourer mentality. Few politically conscious.
Farnham	<p>a) Citizen labourers 48. (28 male, 20 female).</p> <p>b) Tamil citizen labourers 5.</p> <p>c) Non-citizen labourers 80 (non-members but resident on estate and work with Co-op. Members).</p>	All lived and worked together on the estate before.	Co-op. Members unified but sharp division between them and majority population who are non-citizen Union members.

Table A.5.7      Turnover of Members

Scheme	No. of times selection has been done	% of original members remaining	% of all members who have left or do not attend regularly	Stated reasons for leaving
Serapis	1	100	-	-
Dammulahena	2	33 (48% of those selected never came)	59	a) Hard work b) Expected individual holdings c) higher income elsewhere
Normandy	3	96	5	Uncertain future
Yarrow	1	100	-	-
Farnham	2	98	2	Old age

Table A.5.8      Commitment of Members

Scheme	% living in Scheme	Average distance of homes of non-residents from Scheme	% daily attendance (average)	Intention of non-residents to reside inside
Serapis	66	1.7 miles	95	When houses are built
Dammulahena	70	3 miles	90	Living close by
Normandy	2	1.1 mile	n.a.	No intention because of earth-slip.
Yarrow	1.4	1 mile	80	Willing to move
Farnham	80	1 mile	90	Will come if given land to build on

Organisation and Training Requirements for  
Self-Managed Co-operative Settlements

1. The experience of the settlements reviewed in the body of this study has shown that maximum participation of the members in the running of their own affairs is essential for successful Co-operative Farming. It has been stressed that two things are needed for effective self-management:

(a) A system of organisation or management which allocates responsibilities among the members, officials and local institutions concerned, which defines the relationships between the different authorities, and which establishes a procedure for checking that all the responsibilities are carried out.

(b) Intensive training both of the Co-operative members and of the other authorities concerned.

This memorandum, based on the experience of the four settlement agencies and of the Agrarian Research and Training Institute in the fields concerned, describes the organisation and training methods which have been found most effective on settlements of different types, and proposes a model system which might be appropriate in the future.

2. Organisation and Management System

The strategy followed by the settlement agencies - of appointing Government officers as managers with the intention of pulling them out when the settlers are 'ready to take over' - does not seem to have worked well in practice. In all the settlements studied appointed officials are still in charge; there seems to have been a marked resistance to transferring authority to the members. Yet in the few instances where such a transfer has taken place, results have been encouraging. There are three pre-requisites for ensuring that the members take up their responsibilities and perform them effectively in the absence of externally appointed authorities. These are:

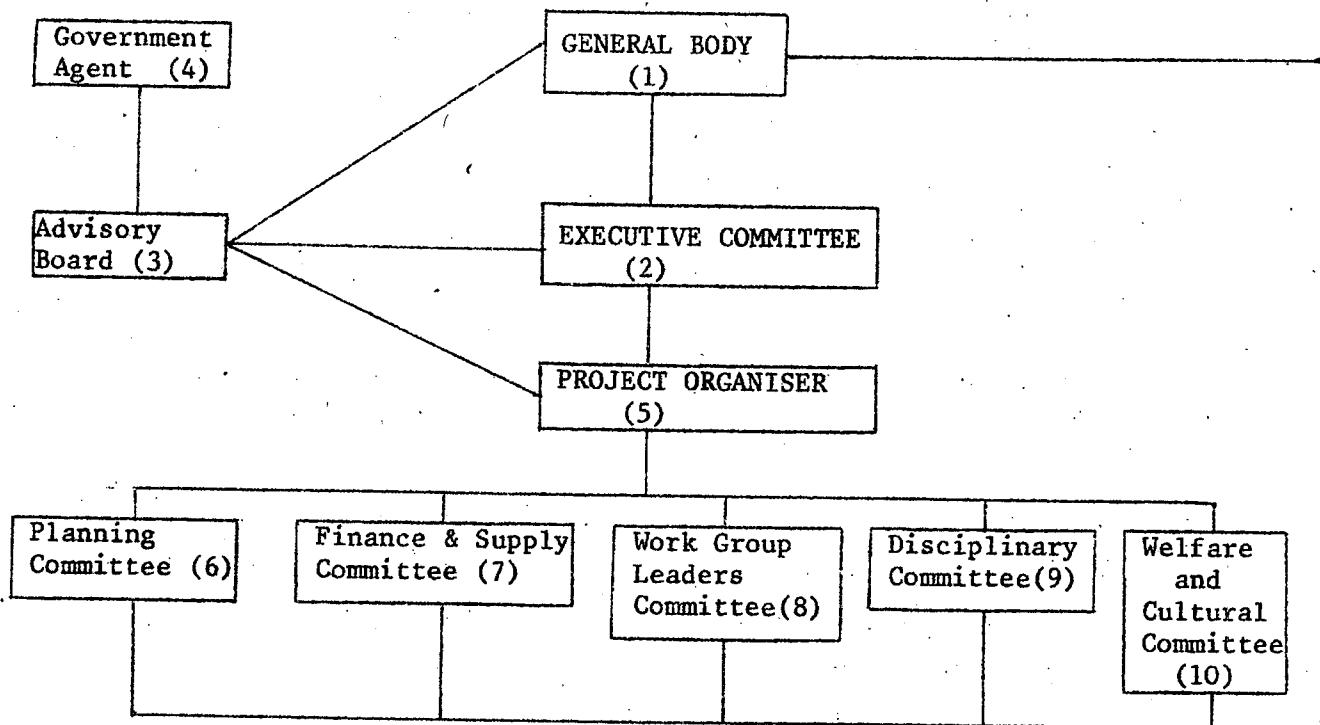
i. Formation of elected management institutions and Co-operative rules, with specified allocation of responsibilities between the different committees, the Government servicing departments, and the local village institutions.

ii. Involvement of as many members as possible in management, with a view both to spreading the administrative burden widely, to increasing the commitment of the members, and to providing checks and balances which reduce the risk of domination of the Co-operatives by a small number of members.

iii. Injunction on the Government servicing departments to provide the necessary services, training and advice (credit, technical advice, accounts supervision and audit, etc.,) to the young Co-operatives.

A model management organisation which is in use in a number of Co-operative Farms in Kegalle District is illustrated in Figure I.

Figure I Organisational Structure for a Co-operative Settlement



The composition and functions of the different bodies in this chart are as follows:

- (1) The General Body comprises all members of the Co-operative Society. It meets at least once in three months, and is the ultimate authority for all internal matters of the farm.
- (2) The Executive Committee has nine members, of whom at least six, including the President, are elected by the General Body. Three officials may be appointed by the Commissioner of Co-operative Development, but ultimately the whole number should be chosen from the membership, the officials moving over to the Advisory Board (3). The Executive Committee meets monthly, receives reports from the Project Organiser (5) and the Sub-Committees (6)-(10), makes rules for the functioning of the Co-operative Society, and takes overall decisions regarding all aspects of planning and management of the farm.
- (3) The Advisory Board includes representatives of all Government departments, credit agencies, local institutions, etc. which are concerned with the farm in any way, or which can guide its development. It meets as and when required, and advises the Executive Committee, Project Organiser and General Body. It has no executive power.
- (4) The Government Agent, through the Advisory Board, ensures that the appropriate Government Departments provide the services and guidance required by the Co-operative members. He is also the final authority in any matters regarding the farm where relations with outside agencies are concerned.

(5) The Project Organiser is appointed by the Executive Committee, and acts as its Secretary. Ideally he should be a member of the Co-operative Society; if initially an outsider is appointed by the Government, a definite time-limit (6-12 months at the most), should be fixed for transferring his functions to a member. The Project Organiser takes immediate decisions regarding the day-to-day management of the farm, guides the different Sub-Committees, and acts as the link between them and the Executive Committee or Advisory Board.

(6) The Planning Committee has five members, elected by the General Body. It meets monthly with the Project Organiser, reviews progress on the farm, and in consultation with officers of the Agriculture, Planning and Co-operative departments (who serve on the Advisory Board), prepares plans for future medium and long-term development, to be submitted to the Executive Committee for approval. The Planning Committee may include members of the other Sub-Committees, but there should not be more than one representative from each.

(7) The Finance and Supply Committee has five members elected by the General Body. It generally comprises the more educated members of the Co-operative. It controls expenditure and receipts, purchases, checks and distributes supplies, collects and markets crops, in accordance with the instructions of the Executive Committee and Project Organiser. It posts statements of its accounts, and its Secretary reports regularly to the Executive Committee, to the Co-operative Audit Department, and to the representative of any agency which loans money to the Co-operative.

(8) The Work Group Leaders Committee consists of up to 15 members, dependent on the size and activities of the Co-operative. It is necessary for the purpose of Co-operative work organisation, that members divide themselves into groups of 5-10, each of which elects its leader. The Work Group Leaders meet weekly with the Project Organiser to review the progress made in the previous week, and to plan the work programme for the coming week. They propose work norms for different jobs, which must be approved by the Executive Committee. They ensure that all members of their groups fulfil their norms, and bring up persistent offenders to the Disciplinary Committee.

(9) The Disciplinary Committee consists of three members elected by the General Body. They are normally the older, respected members of the Co-operative. They cannot serve on other Committees. They hear cases of infringement of the Co-operative Rules, and impose punishments within the limits specified by the Rules. There is right of appeal against their decisions, first to the Executive Committee, then to the Advisory Board, and finally to the Government Agent.

(10) The Welfare and Cultural Committee has five members elected by the General Body. It collects money for a Welfare Fund, from which members can take loans in time of need. It organises cultural and sports activities, discussion meetings, etc.

This rather complex management system is most appropriate for a farm where all the land is collectively cultivated, and many different functions have to be jointly performed. In schemes where holdings are individually held and only services are Co-operatively managed, a simpler form of organisation will be sufficient, but still many of the committees will be needed especially if it is intended to move towards a higher degree of co-operation at a later stage.

In addition to the checks and balances imposed in the interactions of the several committees and authorities, further controls on the Co-operative's activities can be imposed: through regulations on land use laid down by the Agricultural Productivity Committee; regulations on land transfers, etc., incorporated in the tenurial agreements under which the land is held; and regulations on financial management included in the Loan agreements with the Bank or other lending institution. These are controls to which any cultivator is normally subject: they do not imply an additional imposition of external authority on the Co-operative Society.

### 3. Training for Self-Management

The management system just described cannot work without intensive and continuous training of the Co-operative members and also of the Government officials who serve them. Experience has shown that the normal kind of lectures given to Co-operative members by Government officers, many of whom have little experience and perhaps little conviction in what they are teaching, is quite insufficient. Introductory lectures may be useful, but training needs to be a continuous process given as far as possible on the job; and making use of a variety of modern techniques such as group discussion, case-studies, role-playing, practical work, etc. Furthermore, it needs to be of three distinct though inter-related types: motivational, organisational, and technical.

**3.1 Motivational Training:** The objective is to orientate the members and officials towards co-operation, to broaden their perspective, and to raise the members' self-confidence and consciousness of their ability to manage their own affairs. A cadre of people who are themselves convinced of what they are preaching is essential for such training to have meaning. Formal lectures are of relatively little value; the approach used by the Land Reform Commission seems to have been more useful. Here a day's programme is organised, in which Government officers and Co-operative members work together for the morning and eat the mid-day meal together. In the afternoon informal discussions are held, with the members being encouraged to contribute as much as the officers. Emphasis is on practical issues facing the Co-operative: how to organise work so that everyone does as much as he is able; how to overcome the suspicion of neighbouring villagers; how to convince doubtful members that the new system is viable. Particular problems can be acted out by the members in role-playing exercises, in an attempt to find solutions. Care is taken to avoid creating a gulf between officers and members; this can be done by making one of the members the chairman of the discussion meetings, arranging seats in a circle rather than facing the front as in a classroom, etc. A sample programme used by the ARTI at one Co-operative Farm in Kegalle District is at Figure II. Follow-up to discussions of this sort must be held regularly, in Committee meetings and discussion groups, and by giving the members the authority to run their own affairs. The best way to raise their self-confidence and to convince them that the farm is theirs, is to allow them to make their own decisions. Even if they make mistakes they will learn from them.

Figure II Suggested One-day Introductory Training

Programme for a Co-operative Farm

Time	Activity	Participants
8.00 a.m. to 12.00 noon	Shramadana: road or house construction, etc. (Video tape-recording is desirable if available)	Members and officers work together
12.00 noon to 1.30 p.m.	Lunch: food contributed by G.A. or WFP, prepared by Co-operative members (Play back of Video-tapes)	All participants eat together
1.30 p.m. to 1.50 p.m.	Discussion on objectives of the Co-operative Farm	Led by GA and President of the Co-operative Society.
1.50 p.m. to 2.10 p.m.	Discussion on planning the Co-operative Farm	Led by Planning Officer and Chairman of Planning Committee of a nearby well-established Co-operative Farm
2.10 p.m. to 2.30 p.m.	Discussion on organisation and management of the Co-operative Farm	Led by representatives of Co-operative Dept., and Co-op. Farm members.
2.30 p.m. to 4.00 p.m.	Round-table discussion of members' problems	Led by panel of officials and members' representatives.
4.00 p.m. to 5.00 p.m.	Role-playing of major problems facing the Co-operative (Video tape-recording desirable).	Members and Officers

3.2 Organisational Training: Once the Committees shown in Figure I have been elected, it is necessary to explain to them their functions, how they should perform them, their relations with the other committees, the General Body, and the Government officials. Such training, like the motivational training, needs to be informal, making use of practical examples and case-studies discussed by the Committee members. Long lectures must be avoided. An introductory course arranged by ARTI for three Co-operative Farms in Kegalle District is described in Figure III. Again, it has to be followed up in regular meetings of the different committees, which form a practical on-the-job training in themselves.

Figure III Two-day Training Programme for Management Committee Members

Session	Participants	Suggested Discussants	Subjects of discussions
<u>1st Day</u>			
8.30 a.m. to 10.00 a.m.	<u>General Body</u> Project Organiser, Ex. Committee, Advisory Board	Government Agent Chairman of Ex.Com- mittee. Representatives of Advisory Board.	1. Objective of the training. 2. Review of earlier progress and problems of the farm. 3. Responsibilities of the different Com- mittees. 4. Importance of Co- ordination.
10.00 a.m. to 1.00 p.m.	<u>Planning Committee</u> Project Organiser Ex. Committee	Chairman of Ex. Committee, Planning Officer, Representatives of Advisory Board	1. Duties and responsi- bilities of the Planning Committee. 2. Relations with Project Organiser, Ex. Committee and other Committees. 3. Short-term plans for the farm. 4. Long-term plans for the farm.
2.30 p.m. to 4.30 p.m.	<u>Work Group Leaders</u>	Project Organiser Representative of Advisory Board	1. Duties and responsi- bilities. 2. Relations with Project Organiser and Com- mittees 3. Preparation of work norms and targets. 4. Work organisation and leadership. 5. Recording of progress
<u>2nd Day</u>		.....	
8.30 a.m. to 10.30 a.m.	<u>Finance and Supply Committee</u>	Project Organiser, Co-operative In- spector, Representative of Loan Agency	1. Duties and responsi- bilities. 2. Relations with Project Organiser, Ex. Committee and other Committees 3. Maintenance of accounts 4. Preparation of budgets 5. Ordering of supplies 6. Maintenance of stock records
10.30 a.m. to 12.30 noon	<u>Disciplinary Committee</u>	Govt. Agent or Asst. Govt. Agent, Project Organiser Local Magistrate	1. Duties and responsi- bilities. 2. Relations with Project Organiser, Ex. Committee and other Committees, General Body, Rural Courts 3. Enforcement of Rules

Session	Participants	Suggested Discussants	Subjects of discussions
<u>2nd Day - (continued)</u>			
2.00 p.m. to 4.00 p.m.	<u>Welfare Committee</u> <u>Cultural Committee</u>	Project Organiser Cultural Officer Member of Advisory Board	1. Duties and responsibilities. 2. Relations with other Committees 3. Maintenance of Welfare Fund 4. Organisation of Sports and Cultural activities.
4.00 p.m. to 6.00 p.m.	<u>General Body</u> <u>Ex. Committee</u> <u>Project Organiser</u>	Representatives of different Committees Representatives of Advisory Board.	1. Reporting by different Committees 2. Round-up session and evaluation of Course.
.....			

3.3 Technical Training: This kind of training is more straightforward. The Co-operative Society needs people to perform various specialist tasks, like book-keeping, crop protection, water management, carpentry, tractor mechanics, etc. It is preferable that these jobs be done by members, as this keeps Co-operative money inside the scheme, and (if the members are committed to the success of the farm) produces better results than when outsiders are employed for the purpose. Members can be sent for short courses to training centres away from the farm, or training can be given on-the-job by visiting representatives of the Government departments or other agencies concerned. It is important to ensure that training is geared to the needs of the Co-operative Farm: on some of the Youth Schemes every member was trained in tractor-driving in the early stages, but few if any have the chance to exercise their acquired skill.

#### 4. Conclusion

The suggestions made here for management and training will not be appropriate for conditions in every farm. They are presented as a general guide: flexibility will be needed in their application according to the local situation and the nature of the problems facing the settlement members.