

## 0308. 2<sup>nd</sup> 3 year Consortium Application (Mar 98)

*Project Application submitted to the Consortium for the 3 year period April 1998 to March 2001 lists the Long Term & Short Term Objectives, Situation in which the Project Exists, defines the Target Group and lists the Project Means.*

### 1. APPLICANT ORGANISATION

Agricultural Development & Training Society (ADATS)  
Bagepalli 561 207,  
Kolar district, Karnataka,  
India.

### 2. LEGAL STATUS

Reg. No: 97/78-79 under the Karnataka Societies Registration Act, 1960.  
Union Home Ministry Number 094570001 under the Foreign Contributions Regulation Act, 1976.

### 3. BANKERS

Account Number 33 14 with Canara Bank, Bagepalli branch.

### 4. PROJECT TITLE

COOLIE SANGHA BUILDING IN NORTH KOLAR DISTRICT  
(2nd Consortium Budget for the period April 1998 to March 2001)

### 5. LONG TERM OBJECTIVES

- To build up the Coolie Sangha as a village, Cluster and Taluk level mass organisation so that small and poor peasants struggling for their development can continually take stock of wider societal changes and make necessary adjustments to survive with dignity and security in a rapidly changing political economy.
- To create the physical and socio-political milieu capable of supporting and furthering a positive entrepreneurship in the Coolies
- To oppose gender discrimination, sexual exploitation and strengthen the position of Coolie women so that they can create separate spaces for themselves, and also contribute as equals to all developments in the Coolie Sangha.

### 6. SHORT TERM OBJECTIVES

- To accompany 1,160 Coolie Families from 49 villages through the 1<sup>st</sup> 3 year phase of Coolie Sangha Formation activities:
  - Undertake Adult Literacy Programme (ALP) classes for women and men.
  - Support issues and struggles with analytical assistance as well as with liaison work, Legal Aid and Aid Distress.
  - Introduce the structures and discipline of the mass organisation at the village and Cluster levels, and stabilise CSU membership.
  - Initiate activities like community health as sole prerogatives of Coolie women.
  - Start the *Vokkaku Sanchi Duddu* as a petty credit activity for Coolie women.

- To accompany 4,384 Coolie Families from 137 villages through the 2nd 3 year phase of Coolie Sangha Formalisation activities:
  - Induct Coolie Families as full fledged Members of their respective Taluk Coolie Sanghas with voting rights.
  - Help identify larger issues of gender, ethnicity and environment which can be tackled only with a mature unity and wider understanding.
  - Decentralise the community health budget so that Coolie women may themselves prioritise, manage and run the activity on their own.
  - Start a child scholarship activity for the government schooling of 4,000 children, to be run by the Mahila Meetings.
  - Enhance the CCF capital to a per capita of Rs 2,000 per Member family and introducing fiscal discipline into individual Member families.
  - Introduce the concept and principles of self-financing and organisational savings through *Hundis*.
  - Withdraw all ADATS paid village Staff at the end of this 3 year period and hand over responsibilities to elected CSU Representatives and Cluster Secretaries.
- To accompany 6,849 Coolie Families from 232 villages through the 3rd 3 year phase of Coolie Sangha Consolidation activities:
  - Cultural intervention through:
    - Development and articulation of values and positions that are unique to the Coolie caste-class.
    - Introducing internal rectification as an ever present, active and over riding agenda of the Coolie Sangha at every level.
  - Further develop the concept of self financing by introducing Sangha Tax.
  - Continue support for the decentralised health budget.
  - Continue support for the government schooling of 9,647 children.
  - Enhance the CCF Capital to a per capita of Rs 4,000 per Member family.
  - Implement a Dry Land Development Project in selected villages, so that Coolies may develop their patches of dry land through soil and water conservation (land stabilisation) measures and also achieve important socio-political objectives.
  - ADATS to withdraw at the end of this 3 year period and hand over responsibilities to the respective Taluk Coolie Sanghas.

## 7. SITUATION IN WHICH THE PROJECT EXISTS

We have compiled the 5 half yearly Consortium Progress Reports into a Special Progress Report for the 2½ year period April 1995 to September 1997, where we have given analytical and reflective information. However, this compilation is not a substitute for detailed information contained in the 5 half yearly Progress Reports.

- Membership & Coverage
- Analysis of Village Coverage & Membership Changes
- Community Organisation
- Coolie Women
- Coolie Sangha Presence in the Extension Taluks
- Coolie Credit Funds
- Self Financing
- Dry Land Development Project

## 8. TARGET GROUP

2½ years back, in April 1995, ADATS initiated the 1<sup>st</sup> Consortium Programme for 12,862 Coolie Families in 473 village CSUs.

The numbers now stand at 14,290 families in 503 villages (i.e. total coverage LESS Independent CSUs in Bagepalli Taluk). Another 85 CSUs, with 1,897 families, will become independent by March 1998 and ADATS will withdraw from these villages.

This project proposal for the 2<sup>nd</sup> Consortium Programme is for ADATS to accompany 12,393 of these families through CSU building in 418 villages over the next 3 year period from April 1998 to March 2001.

### Anticipated Coverage as on April 1998

	Present Coverage as on 30 Sept 1997		Anticipated Coverage in April 1998		Target Group for the 2 <sup>nd</sup> Consortium Programme	
	Villages	Members	Villages	Members	Villages	Members
Formation	69	1,738	49	1,160	49	1,160
Formalisation	324	10,140	137	4,384	137	4,384
Consolidation	110	2,412	232	6,849	232	6,849
Independent	68	1,920	153	3,817		
<b>TOTAL</b>	<b>571</b>	<b>16,210</b>	<b>571</b>	<b>16,210</b>	<b>418</b>	<b>12,393</b>

## 9. PROJECT MEANS

Since terms have already been defined and activities described at great length in the annexed Special Progress Report, we will now give a brief and executive account of all that will be done from April 1998 to March 2001.

### 9.1. Community Organisation

- Regular village and Cluster level Meetings will continue to be the main instrument to organise the Coolies, introduce a structure and discipline for the mass organisation, and gain presence in the Extension Taluks. Area Field Workers will attend these and capacitate the Coolies to deal with their own problems.
- Annual elections will be held for 3 CSU Representatives, Cluster Secretaries and Taluk Secretaries. These will be supervised by the BCS President, who will also entertain complaints against elected functionaries and assist the Coolies in exercising their right to recall.
- Taluk Coolie Sangha Meetings will be held for 2 days every month at the respective Taluk headquarters. Cluster reports will be read out and wider socio-political issues discussed. Broader matters like the Rate of Sangha Tax, overall strictures on CCF Overdue, etc. will be discussed and decided upon.
- Area Staff Meetings will be held every month for VLWs and VHVs. Detailed monitoring of project measures like the regularity of Meetings, issues and struggles, village wise ALP progress, DLDP and CCF performance, utilisation of decentralised budgets, child and teacher attendance, *Vokkaku Sanchi Duddu* usage, etc. will take place in this forum.

- Situation Meetings will be held every Monday in order to continually assess impact. All the Field and Executive Staff from the 4 Extensions will attend in order to share experiences, benefit from each other's comments, and place their individual efforts within a wider relevance. A general capacitating of Staff will take place.

This will be the highest forum to ensure that gender concerns remain at the core of each and every activity.

Senior functionaries from Bagepalli Taluk will also attend. A detailed sharing of experiences in the independent CSUs, wider socio-political struggles that the BCS undertakes, and the manner in which they relate to outside actors, will all be a source of learning for the Extensions.

Overall monitoring of programme measures and targets will take place in this forum. Draft progress reports, occasional papers, and other documents prepared by the core group will be collectively discussed.
- Besides imparting knowledge and information in an informal and ongoing manner, specialised training sessions will be held on selected topics. These exercises will be aimed at developing organisational, analytical and technical skills in various fields.
- VLWs will be imparted special training, ALP texts, songs and note books, stick pens, Petromax lanterns and black boards will be supplied to learners. ALP Classes undertaken in the 49 new villages.
- Cluster level transaction costs of 91 Clusters in the 4 Extensions will be met by ADATS for the next 3 years. This will include subscription to newspapers and periodicals, kerosene and electricity bills, repair of Petromax lanterns and bicycles, basic stationery, printing costs, building taxes, etc.
- Field Staff will assist the Coolies to redress specific grievances with government offices through various forms of representation. Member Coolie families will be encouraged to record all the direct benefits they obtain from the government in their CSU Minutes Books. In this manner, the impact of CSU building on tapping government resources will continually be monitored. This is a serious objective which will lend to sustainability.

On the recommendation of the CSUs, the Project Director will extend Legal Aid and Aid Distress to individual Coolies to fight for their rights, and overcome grave emergencies.

Member Coolie families will be encouraged to reflect on struggles, and derive the maximum learning from each unique struggle.
- 186 CSUs in the Formation and Formalisation phases of Coolie Sangha building will have ADATS paid VLWs working in them for the next 3 years.

There will be no VLWs in 232 CSUs which will be in the 3rd and final Consolidation phase.
- 114 elected Cluster Secretaries will look after a total of 562 CSUs. Since most Clusters include villages in all 3 phases of Coolie Sangha building, ADATS will continue to pay their stipends in all 4 Taluks.
- ADATS will pay the stipends of 3 elected Taluk Secretaries for the next 3 years.
- The 4 Extensions will be Staffed by a compact team of 3 Projects Assistants, 13 Area Field Workers and 6 Mahila Trainers. Besides looking after 418 CSUs of the 2<sup>nd</sup> Consortium Programme, they will also attend to post-withdrawal needs

in 85 independent CSUs in the Extension Taluks (there will be absolutely no Field Staff input in the 68 truly independent CSUs of Bagepalli Taluk).

## 9.2. Women's Programme

- The Mahila Trainers will continue to attend Mahila Meetings every evening. They will help Coolie women gain strength at the family and village level, and also within various fora of the Coolie Sangha. Continuous rounds of training will be organised, mostly at the Cluster level, on various topics. Special sessions will be organised at Bagepalli for VHWs and women CSU Representatives.
- ADATS will give out annual grants calculated at Rs 200 per Member family to 12,393 Member families from 418 CSUs. These moneys will be with the Mahila Meetings and enable them to pay their VHWs, buy basic medicines every month, and reimburse part of the referral costs incurred by patients. Since the monthly supply of basic medicines in the 49 Formation CSUs was hitherto carried out by ADATS, special training will be given to the VHWs so that they can themselves anticipate quantities and negotiate prices at medicine shops. 3,817 Coolie Families from 153 independent CSUs, in the Extensions as well as at Bagepalli Taluk, will finance the health activities by themselves, using their Sangha Funds and Tax collections.
- ADATS will continue to give out grants to all 503 Mahila Meetings (including 87 independent CSUs in the Extensions, but not in Bagepalli Taluk), so that they can continue supporting 9,647 Coolie children to attend government schools in their respective villages. Another 4,000 children from villages entering the Formalisation phase will be added on, taking the total to 13,647 supported children. The average expense per child works out to Rs 308. We will subsidise this expenditure with Rs 200 per child per annum.

## 9.3. Coolie Credit Funds

- In 49 CSUs which are presently in the Formation phase, 1,738 Member families have a per capita CCF capital of Rs 608. Further grants will be given out to enhance it by another Rs 1,392. This will take their CCF Capital to Rs 2,000 per Member family. These CCFs will mature from merely pursuing the objectives of enhancing unity and introducing discipline. Coolie Families will be encouraged to borrow for tangible economic objectives like crop loans and cattle rearing, and create lasting family assets.
- 10,140 Member families who are presently in 137 Formalisation CSUs will, by March 1998, have a per capita CCF capital of Rs 2,000. Further grants will be given out to these CSUs to enhance it by an additional Rs 2,000 over a 3 year period. This will take their CCF Capital to Rs 4,000 per Member family. Managing serious sums of moneys and making visible dents in family income and asset positions will give the Coolies a vision, visibility and leverage needed to deal with wider institutional finance in a responsible manner, and embark on serious economic development.

- Reflections on CCF experiences will be used to shift the agenda of the Coolie Sangha from the overtly socio-political to an economic emphasis.

#### 9.4. Dry Land Development Project

- Soil & Water Conservation works will be carried out in a total of 195 village CSUs. In some villages, where the DLDP has already been implemented, works will be carried out only for 1 or 2 years. In a few others, where works were interrupted due to land struggles, 3 full years of work still needs to be done. Every year, during the summer months of March, April and May, Coolies will work on each other's lands according to their DLDP Plans. They will clear boulders and pebbles, construct contour bunds, check ravines and gullies, build retention walls, dig diversion channels, dig farm ponds, de-silt old wells, etc. The Agriculturists will advise, check on quality and give technical assistance. DLDP Field Workers will inspect attendance registers, issue payment vouchers, and solve mundane problems.

Though prevailing wages in the Extension Taluks are in the range of Rs 25-30 we have decided to keep DLDP wages at Rs 15 per day. Coolie Families have to make a conscious sacrifice to work on their own lands and develop their agriculture.

- 1 year DLDP works will be taken up on dry lands belonging to 2,173 Member families from 82 CSUs.  
This will enable them to complete soil and water conservation works that have been going on for the past 3 years. After this, these plots will be fully cleared, levelled, and protected against erosion.
- 2 years of DLDP works will be taken up on dry lands belonging to 3,004 Coolie Families from 100 CSUs.  
By mid 1999, Soil & Water Conservation works will be completed on these plots also.
- 3 years of DLDP works will be taken up for only 415 Coolie Families from 13 CSUs.
- Silt from the tank beds will be hauled onto 1,700 acres belonging to 558 Member families from 19 CSUs in Bagepalli Taluk. For this, ADATS will NOT pay any wages. We will only give the tractor hire. Each CSU will negotiate with friendly *Ryots* to hire their tractors for 3-4 months. Since this is the off-season, they will be able to strike good bargains. Member Coolie families will themselves dig up silt from the tank beds and load it onto tractor trailers. This will be hauled onto level fields where good Soil & Water Conservation works have been completed. Otherwise the silt will get washed away. Plans will be calculated at half a day's hire for each acre. A Coolie Family with 4 acres, for example, will benefit for 2 days. At a daily average of 12 tractor loads @ 1.5 tonnes per trailer, 9 tonnes of alluvial silt will be hauled onto each acre of level Coolie land.
- The Dry Land Horticulture scheme will be taken up in 13 more villages, to benefit another 260 Member families. 13 common watering arrangements will be set up, bullock carts and tankers supplied, 260 Field Tanks built, 10,400 pits dug, aired and fired, red earth, sand and farm yard manure hauled, and year-old mango and tamarind saplings planted. Maintenance costs for the watering arrangements (diesel or electricity bill, fodder for the bullocks, etc.) will be paid for 6 months every year at a rate of Rs

1,000 per month per village for these 13 villages and also for the 7 villages where the scheme has already been taken up on a pilot phase.

- Coconut trees planted in 1986 are now bearing fruit in all the villages of Bagepalli Taluk. We will initiate a similar activity in the Extension CSUs. Each Coolie Family will be encouraged to plant at least 2 coconut trees in front of their huts so that these can be watered with kitchen waste.

The Agriculturists and DLDP Field Workers will encourage everyone to grow their own vegetables.

- *Seema jali* Nurseries will be raised in all the villages in order to plant saplings on the boundaries of holdings. These thorny trees will be allowed to grow to a height of about 3 metres to become a live fence, protecting each Coolie's plot. At the beginning of each cropping season, they will be cut down to 1 metre and the wood will be hauled off to their respective homes. Shade will thereby not effect field crops, and the nests of field mice can be destroyed before sowing the seed.

After the cropping season, from January to June, the live fences will once again be allowed to grow to a height of 3 metres.

Besides meeting the firewood needs of Coolie women, a lot of surplus biomass will be generated. This will become the basis for many allied activities like pottery, brick making, etc.

The 4 teams of women masons will continue to build smokeless *Chullas*, at cost price – i.e. no budgetary provision has been made since the Coolies are prepared to pay in full for these fuel efficient wood stoves. DLDP Field Workers will accept the orders and pass them on to the women masons.

- 30 Vermicompost units will be built, 1 in each Cluster, as demonstration units. The exact villages will be selected by the respective Taluk Coolie Sangha Meetings, and Mahila Meetings will select individual sweeper women to set up the units.

The DLDP Field Workers will help these women market the produce in the 4 Extension Taluks.

Though the women will receive these units free of cost, they will repay in full to their respective Mahila Meetings, so that it can be a revolving fund to help other Coolie women set up similar units.

- 3 Agriculturists and 5 DLDP Field Workers will Staff the project for the next 3 years. They will concentrate on Soil & Water Conservation works for 3-4 months, giving out crop loans for 1-2 months, and on allied activities for the rest of the year.

They will attend various training programmes to upgrade their own skills, organise sessions for Member Coolie families, and also extend their rich and composite experience, especially in cutting edge fields such as C sequestration, to other NGOs.

## 9.5. Administration & Co-ordination

- 2 Accounts Assistants, one for ADATS and another for the Coolie Sangha, will co-ordinate the work of 3 Desk Assistants and 3 Desk Workers (a pair at each Extension Taluk headquarters) to maintain the books of accounts. Besides ensuring that proper, authentic and economic project expenditures are made, within the sanctioned budget, they will also be responsible for all the cash and material inventory at the Extension Taluks.

3 Liaison Workers will help Member Coolie families get their work done at the Extension Offices as well as at the Banks.

7 Drivers and 20 Helpers will be part of the Accounts/Admn Staff.

Since the workload has considerably increased, with Coolie Sangha accounts becoming more operational, there is a 48% increase when compared to the ongoing 1<sup>st</sup> Consortium Programme outlay for this budget item. But the proportionate outlay has increased by only 1%.

- The common and shared Project Director, Accounts Admn Assistant and Executive Assistant, along with the BCS President, will comprise the Core Group which will have overall management responsibility for implementing this 2<sup>nd</sup> Consortium Programme. They will be assisted by the remaining Staff, and report to the ADATS Governing Body and the Taluk Coolie Sangha Meetings.
- 16 motorcycles<sup>1</sup> and 6 jeeps will be used by Field and Executive Staff to visit the project area, transport material, haul patients to hospitals, etc. The Core Group will have exclusive usage of 1 car. The Accounts/Admn Staff will buy 3 mopeds.
- In spite of a steep increase in petrol, diesel, electricity, telephone, printing, postage, stationery and various other costs, as also additional pressure placed by IT and the electronic media, we have been able to contain the increase in office running costs to just 11% over and above what is budgeted in the ongoing 1<sup>st</sup> Consortium Programme. But once again, the proportionate outlay has increased by only 0.5%.
- Overall economy will be achieved through a strict monitoring of overhead costs which will, at the same time, be prudent and not unpleasantly overbearing. We will keep in mind the principle that we ought to be apologetic about everything not spent directly on the poor. At the same time we will endeavour to make working in an NGO a joyous and satisfying experience.

OD opportunities will be explored. Every effort will be made to merge the work place into a pleasant living environment where there is space for children, emotion and recreation to go hand in hand with work satisfaction.

Salaries have been raised by 11% for the Core Group, 12.5% for Senior Staff, 25% for Field Workers and Drivers, and 33% for Helpers and Cooks. Single Staff, specially women, will continue to receive secure accommodation and subsidised mess facilities.

Total and exceptionless transparency will be maintained, including in matters pertaining to personal finance. No ostentatious expenditure will be permitted. Staff Funds will be used to support the schooling of children in local and government schools. Medical coverage will be for Church and government hospitals alone, except in rare and emergency situations.

## 9.6. Capital Costs

- 27 very old motorcycles will be replaced in the 1<sup>st</sup> and 2<sup>nd</sup> years of the 2<sup>nd</sup> Consortium Programme. We hope to get back at least 33% of what we had paid for them (i.e. 25% of the replacement cost), provided we sell them slowly, over a period of 24 months. We have therefore budgeted only for the remaining 75%. There may, however, be a slight overrun since we have been rather optimistic in our predictions.

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<sup>1</sup> In addition, there will be 5 programme motorcycles with the CCF Staff, and another 5 with the DLDP Staff.

- Similarly, 6 jeeps and 1 car will be replaced in the 2<sup>nd</sup> and 3<sup>rd</sup> years. Since these are relatively newer vehicles, we hope to get back at least 50% of the replacement cost.
- The Accounts/Admn Staff need 3 TVS Mopeds, one for each Extension headquarters. They had, till now, managed by scrounging lifts from other motorcycles and this is turning out to be a major irritant.
- Urgent and essential repairs are long overdue in the 17 year old Campus at Bagepalli. These include repairs to the bathrooms and toilets, common cooking area, guest rooms, etc.