

0319. 3rd 3 Year Consortium Application (Apr 2001)

A. ADMINISTRATIVE AND PRACTICAL INFORMATION SHEET

1. Title of operation

Coolie Sangha building in North Kolar District
(3rd Consortium Programme)

2. Brief description of operation

ADATS has been working in North Kolar District of Karnataka since December 1977 among small and poor peasant families, with the goal of unifying the poor across caste lines in their quest for freedom from social oppression and realisation of a human identity, dignity and citizen status. Building the Coolie Sangha is the project purpose, aimed at achieving this goal.

3. Detailed location

588 villages in 4 Taluks of North Kolar district, Karnataka State, India

4. Total duration in months

36 months

5. Proposed starting date

April 2001

6. Language for contract and reporting

English

7. For an operation proposed by a consortium, indicate the names of the other consortium members (see points 2.1. and 2.2. of the General Conditions – doc. VIII/505/99).

For an operation proposed by a network please see point 2.1. and 2.2. of the General Conditions.

8. Local partner

Agricultural Development & Training Society (ADATS)

9. - Total project cost (in €)
- EC contribution requested

10. Payment instalments requested

Isco to fill in

11. Information on the Auditor

Name:

Address:

Street, number:

PO Box:

Post Code, city:

Region/province/county:

Country:

B. SUMMARY

Title

COOLIE SANGHA BUILDING IN NORTH KOLAR DISTRICT
(3rd Consortium Programme)

Location

588 villages in 4 Taluks of North Kolar district, Karnataka State, India

Local Partner

Agricultural Development & Training Society (ADATS)

1. Background and Development Context of the Project

ADATS chose Bagepalli Taluk of Kolar District to begin its work in 1977. Initially, the emphasis was on observing the social relations and gaining an understanding of their developmental needs. It was seen that landed and landless labourer families, who contributed 50% of the population were the most disadvantaged and deprived.

The relations and obligations of the Coolies were determined by the caste system, under which their behaviour, livelihood and life depended upon the landlords and petty local chieftains – the *Ryots*. The predicament of the Coolies was exacerbated by their lack of unity, identity and Client status.

While Coolies worked for wages that were far below minimum wages, their children were prevented from enrolling in government schools, thus perpetuating poverty in conditions of acute social oppression.

Lack of education and social confidence meant that Coolies were unable to exercise their political rights, and were treated as guaranteed vote-banks of their respective landlords.

2. INTERVENTION

2.1. Objectives

Development Goal:

To ensure that Member Coolie families gain freedom from social oppression and realise a human identity, dignity and citizen status

Project Purpose:

To unify the poor and build the structures and discipline of the Coolie Sangha at the Village, Cluster and Taluk levels

2.2. Expected Results

- A. Future of Coolie Sangha Secured
- B. Coolie Women Strengthened
- C. Individuality and Person Status of Member Coolies Established
- D. Survival Capacity of Member Coolie families Established
- E. Political Presence of Coolie Sangha Established
- F. Coolie Children Schooled and Educated
- G. Sustainable Resource Use Practices Set In Place
- H. Economic Development Initiated

I. Staff Capacity Developed

2.3. Activities

Specific Outputs (Activity Groups) have been logically derived from the above 9 Expected Results, and exploded into Activity Processes. These processes are “owned” by ADATS Staff and Coolie Sangha functionaries, who are accountable for their successful completion. Each Activity Process consumes resources in terms of personnel, services and materials. The systematic compilation of these resources provides the Project Budget, which in turn will give indicators for each Activity Process.

3. Implementation (strategy and methodology)

Over the past 23 years, ADATS and the Coolie Sangha have developed a demand-led Intervention Strategy for building the structures and discipline of the grassroots organisation, which provides a new identity and person status to Member Coolies. Organisation and institution building is achieved over a 9 year period, after which ADATS withdraws, leaving mature Coolie Sangha Units to manage their own affairs with minimum external support.

4. Sustainability

Financial sustainability is reckoned at 3 levels – in terms of project activities, the grassroots organisation, and the NGO.

Many project activities, which involve the production of collective goods and services are not sustainable and require external funding. Some other activities, on the other hand can be priced and charged to users with the help of institutional systems, which assure their sustainability.

The Coolie Sangha is, by and large, sustainable through fund raising mechanisms that have been systematised and internalised.

The stability of ADATS is assured through the development of strategies, structures, systems and new organisational skills. Along with their Funding Partners, ADATS is searching for means to reduce dependence on external funds for maintaining core costs.

During the EU Evaluation, Dirk van Esbroeck observed

...sustainability of the benefits generated by the programme is GOOD. Preoccupation for long term sustainability affects to a certain extent short term effectiveness but there are clear signs to indicate the viability of the approach.

From the very start of its co-operation with villages, ADATS follows a well thought and operationalised approach leading to sustainability of the project benefits and impact. Self finance mechanisms guarantee sustainability on the long run for socio-economic services and activities. The concept of sustainability is firmly rooted in the Coolie's mind and they understand ADATS' intervention as temporary.

Institutional support, in line with ADATS' policy, has been limited to the level that is directly beneficial for programme implementation only. However, since a continued support to the Coolie Sangha movement will always be needed, albeit with altered roles being played by the NGO, this policy has to change.

5. Monitoring and Evaluation

A detailed and participative PME plan is presently being developed, with the aid of an external Consultant. This PME plan is articulated in the Log Frame. Objectively Verifiable Indicators have been identified, and these provide the quantity and quality standards by which each achievement will be measured. ADATS will critically assess its existing MIS, and the points

of time at which the monitoring and evaluation shall be done. Project Monitoring will be done at 3 levels and Evaluation will be carried out with external actors including Funding Partners.

6. Timetable

A detailed timetable of activities is being worked out. Concurrent and sequential activities will be distinguished, and that set of critical activities that control the duration and success of the entire project will be identified. The analysis of activities will also help us schedule them in terms of time and responsibility, and establish ownership.

7. Financing plan in Euro:

- Total cost:
- EC contribution requested:
- NGO contribution:
- Local contributions
- Contributions of other donors
- In-kind contributions

C. INFORMATION ON LOCAL PARTNER

1. Full Legal Name

Agricultural Development & Training Society (ADATS)

2. Address

ADATS Campus,
Bagepalli 561 207
Kolar district, Karnataka
India

Telephone number +91-8150-82375, 82376, 82175

Fax number +91-8150-82176

E-mail address adats@vsnl.com

Website <http://www.adats.com>

3. Contact Person responsible for project

Ram Esteves,
Project Director

4. Date of establishment

14 January 1977

5. 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
- Account Number 3314 with Canara Bank, Bagepalli branch

6. Nature of organisation

Rural development NGO working with 26,170 small and poor peasant families in 819 villages of the 5 northern Taluks of Kolar district, Karnataka, in South India for the past 23 years

7. Main areas of activities

1. Community Organisation
2. Adult Literacy
3. Support to issues and struggles with Legal Aid & Aid Distress
4. Entry and Participation in Local Government Bodies
5. Alternate Credit
6. Women's Programmes
7. Children's Schooling & Education
8. Community & Referral Health
9. Dry Land Development
10. Agriculture Development
11. Wider issues of Gender Justice, Secularism and Democratisation

8. Number of staff

264 persons work full time as paid Staff in ADATS, and another 210 are elected Coolie Sangha functionaries.

The sex ratio is 54 men : 46 women in ADATS, and 59 men : 41 women in the Coolie Sangha.

76 ADATS Staff work in the Consortium Programme supported by Icco, EZE and EU.

The remaining 188 work in the Gudibanda Extension Programme and 4 Women's Fund Projects supported by Save the Children New Zealand.

	Total	Male	Female	Monthly Salary
Project Director	1	1	-	6,500
Executive Staff:				
Executive Assistant	1	1	-	6,500
CCF Extension Workers	4	-	4	5,000
CP Extension Worker	1	-	1	5,000
Agriculturists	4	1	3	5,000
CCF Field Workers	6	6	-	3,500
DLDP Field Workers	6	6	-	3,500
CP Case Workers	3	3	-	3,000
WF Field Workers	7	3	4	2,500
Balakendra Teachers	97	15	82	500
Field Staff:				
Projects Assistant	1	1	-	6,500
Field Assistants	4	1	3	6,000
Area Field Workers	16	15	1	3,500
Mahila Trainers	8	-	8	3,500
Community Workers	12	12	-	1,200
Village Level Workers	57	57	-	500
Admn Staff:				
Acct Admn Assistant	1	1	-	6,500
Desk Assistants	3	2	1	5,000
Desk Workers	5	2	3	4,000
Drivers	6	6	-	3,000
Liaison Workers	4	4	-	2,500
Helpers	17	6	11	1,000
Staff Total:	264	143	121	
	100%	54%	46%	
Coolie Sangha Functionaries:				
BCS President	1	1	-	3,500
BCS Treasurer	1	1	-	3,500
Taluk Secretaries	5	2	3	2,000
Cluster Secretaries	123	120	3	500
WC Members	80	-	80	250
Functionary Total:	210	124	86	
	100%	59%	41%	
GRAND TOTAL:	474	267	207	
	100%	56%	44%	

9. Annual overall budget

- April 1996 to March 1997 Rs 28,763,766
- April 1997 to March 1998 Rs 31,463,333

- April 1998 to March 1999 Rs 28,760,552
- April 1999 to March 2000 Rs 19,182,316
- April 2000 to January 2001 Rs 40,864,644

10. Main donors

Funding Partner	Total Contribution		Period
Icco <u>the Netherlands</u>	Rs 137,213,626	44%	1980 to date
EZE, <u>Germany</u>	Rs 59,222,307	19%	1987 to date
Novib <u>the Netherlands</u>	Rs 68,417,987	22%	1980 to 1997
ActionAid <u>United KINGOm</u>	Rs 12,147,049	4%	1979 to 1993
Save the Children <u>New Zealand</u>	Rs 36,529,070	12%	1997 to date
Others	Rs 1,803,448	1%	
Total	Rs 315,333,487	100%	

11. Membership of networks, federations etc.

ADATS and the Coolie Sangha are not formal or accredited members of any networks or federations.

However, we actively collaborate with various development workers and activists in order to gain technical knowledge, exchange experiences, jointly lobby, etc.

- Drought and environment issues with like minded NGOs in South India
- Developing an Effect Monitoring System in Land and Water Management Programmes, along with 5 other Indian NGOs, coordinated by I/C Consult, the Netherlands
- Environment issues with the Climate Change Convention, through Counterpart International, Washington D.C.
- Social Forestry and Carbon sequestration issues with the Indian Institute of Science, Bangalore
- Sustainable Agriculture practices and Permaculture issues with SARRA, Bangalore
- Child Rights issues with the Save the Children Alliance
- Social medicine network with Community Health Cell, Bangalore
- The Gandhian movement coordinated by Gandhi Peace Centre, Hyderabad/Bangalore
- Documentation needs, accessing resource material, etc. with Indian Social Institute (ISI) and Centre for Education & Documentation, Bangalore
- In an Action Programme for People's Economic & Allied Literacy with PEACE, New Delhi
- Management and IT issues with leading software industries, including Integra Micro-systems Ltd., Bangalore.

12. History and nature of cooperation with European partner

ADATS association with the ENGOs dates back to 1980 when Icco briefly supported early efforts at Bagepalli. In 1988 Icco once again got involved to support ADATS Extension Programmes in 3 Taluks. This funding has continued unbroken to this date. EZE first funded efforts at Bagepalli in 1987. This has continued uninterrupted to this date.

In 1995 Icco, EZE and Novib got together to form the ADATS Consortium. The EU supported the 1st Consortium Programme from 1995 to 1998.

ADATS' well operationalised four-phase approach leading to sustainability owes much to the non-material contribution, moral solidarity, constructive criticism and hands-on involvement of long-standing development colleagues within Icco and EZE.

13. Role and involvement in preparing and implementing the proposed project

ADATS has actively encouraged and assisted the Coolies of North Kolar District to build their own grassroots organisation, develop organisational discipline, and a structured approach for the representation of scattered communities.

These important processes were instrumental in inviting the committed participation of the Coolie community in reflecting on their history, present status and future direction.

With this background, ADATS/Coolie Sangha selected a Consultant who is familiar with the history and internal working of the organisation to facilitate a detailed Strategic Planning exercise.

The Log Frame attached to this application is the product of that exercise, completely owned and understood by ADATS Staff and Coolie Sangha functionaries, who will now be involved in the monitoring of the project at the tactical and strategic levels.

D. DESCRIPTION OF THE PROJECT

Title

COOLIE SANGHA BUILDING IN NORTH KOLAR DISTRICT
(3rd Consortium Programme)

Detailed location

588 villages in 4 Taluks of North Kolar district, Karnataka State, India

1. Background of the Project

1.1. Development context

1.1.1. Existing development programmes relevant to context

ICCO to fill in

1.1.2. If the project is part of a larger programme of the local partner, provide a brief description of the overall programme, so that it can be seen in context

ICCO to fill in

1.1.3. If studies and evaluations have been carried out please indicate main results and where considered appropriate annex the relevant parts of studies, opinion of experts and/or official authorities

ADATS has always been open to critical and constructive outside opinion. From 1985 to date, 7 full fledged evaluations and very many thematic and sector studies have been carried out. The 2 most recent of these were:

3 Stocktaking Exercises carried out in early 1999

– Prof S. Giriappa, Dr. Anita Ravishankar & Ms. Chandra Kesavan

All 3 evaluators came to a positive appreciation of the Coolie Sangha Building work.

Prof. Girappa concluded:

“The Sangha experiment has been like a jump over the rim, the lower caste and poorer members able to leapfrog in the need hierarchy by establishing a social identity. Sangha solidarity as an empowerment, wherever reinforced by adequate asset entitlements has resulted in growth and extension. When compared to many voluntary organisations that are functioning for namesake, the performance of ADATS and BCS requires further reinforcement through increased capital and support.”

Dr. Ravishankar:

“The present reviewer whole-heartedly endorses the validity of the development model and recommends its continuity. ADATS should continue and reinforce its strong involvement in enabling BCS to develop its vision of an alternative social order into a tangible reality.”

Ms. Kesavan, on self-financing the Coolie Sangha:

“It is really amazing that with a large proportion of members falling under very poor and a conspicuous absence of a savings culture, self-reliance has been achieved to such an extent.”

Main Conclusions (summarised by Icco and EZE)

Reports resulted in a lot of information on the strengths and weaknesses of the Coolie Sangha Building Programme in North Kolar district. The 3 reports contain many suggestions and recommendations, which cannot be tackled overnight. Although all recommendations are considered important, in our view priority should be given to:

- A more flexible and committed policy towards dropped out CSUs and families
- Improving the functioning of the CCF and the credit absorption capacity of Member families by upgradation of traditional economic activities, skill development, adoption of new appropriate technologies, organising backward and forward linkages, etc.
- Further improvement of the gender policy and strategies following the recommendations
- Introduction of an effective monitoring and supervisory system for assessing job performance of the Field Staff, and a job enrichment (including leadership development) programme for the whole Staff

Evaluation of Co-financing Operations with ENGOs Budget Line B7-6000

– Dirk van Esbroeck & Solomon Chelladurai

Project Performance in relation to five key variables:

Relevance

The project is considered as VERY RELEVANT for many reasons. It is in line with major national poverty alleviation efforts, the national grass-roots self governance policy and felt material and immaterial needs of the poorest sections of the population. Continuous efforts are undertaken to adapt programme content and approach to new emerging needs and contextual changes. The programme explicitly aims at empowering its target groups, which might not be in line with the overall government policy (following merely a welfare approach), but seems justified considering the high level of exploitation of the poor.

Efficiency

The project reaches a GOOD level in terms of efficiency. Project inputs always act as a catalyst for local efforts and, hence, lead to higher levels of outputs. This is further enhanced by a carefully elaborated and decentralised approach in each of the programme components and by the coolie organisation’s capacity to mobilise and effectively use local government funds. Capacity building at all levels, the target group in first instance, further increases efficiency.

An excellent management information system allows close monitoring and rapid course correction if needed.

Effectiveness

Globally spoken the project reaches a GOOD level of effectiveness. There are clear signs that major outputs and specific objectives of the project are reached to a major degree, even though part of them are of a qualitative nature and hence difficult to be fully assessed. On the basis of its four-phase approach, ADATS imposes itself strict time limits in reaching desired levels of organisational strength at CSU level and succeeds generally in meeting these, even though they imply an increasing commitment from the target groups on the organisational and financial levels. The preoccupation for long term sustainability affects to a certain extent short term effectiveness (drop out of members or entire CSUs); in many cases however, the drop outs join the programme later, which is a sign of the viability of the approach.

It should be noted that this good achievement in terms of effectiveness is reached in a constraining context of a strong opposing feudal, caste and political nexus and unfavourable climatic conditions.

Impact

The ADATS programme reaches a GOOD impact. Although impact of the programme components is not yet systematically assessed (the data-base is actually under-utilised in this regard and impact indicators are hardly developed), there are ample signs of immediate and sustainable impacts. CSU members clearly indicate that they evolved from a situation of inhumanity and gained recognition and identity as a human being. This constitutes the basis for effectively coping with the local power elite and embedded patriarchy, defending and bargaining for their gender, political and economic interests and, eventually, self-reliance in the social, political and economic fields. Up till now, people have attached primary importance to socio-cultural and political issues; a process is now going on to focus more on the economic aspects of their empowerment.

Sustainability

The level of the sustainability of the benefits generated by the programme is GOOD. Contrary to many other programmes, from the very start of its co-operation with villages, ADATS follows a well thought and operationalised approach leading to sustainability of the project benefits and impact. It implies concrete and often painful activities (for instance the 10 % “revenue tax” for the Sangha Fund) that should guarantee sustainability on the long run, both for economic and health and education programmes. The concept of sustainability is further firmly rooted in the coolie’s mind who consider ADATS’ intervention as temporary. ADATS’ policy is further facilitated by its long-term co-operation with northern partners, which goes beyond the classic project approach.

It is important to note that ADATS’ partners are also open to ensure its institutional sustainability. However, up till now institutional support has been limited to the level that is directly beneficial for programme implementation only. This is in line with ADATS’ policy showing a high level of confidence in their capacity to continuously attract outside funding. Considering that a certain (limited) support to the Coolie Sangha movement will always be needed, one can question whether this policy should be maintained.

Overall General Comments on the Project

EC funding of the ADATS programme was undoubtedly appropriate. An important explanation of ADATS’ performance is the quality and continuity of its leadership that has been a main factor in the gradual improvement of its approaches. The ADATS’ performance can be rated as exceptional in two fields:

1. First, their capacity to eliminate gender differences and ensure women control on key decisions while including both men and women in village organisations that are able to bring their members - men and women - to self-reliance.
2. Second, the well operationalised four-phase approach leading to sustainability, thereby accepting temporary shortfalls in village dynamics. ADATS has been able to implement this long-term strategy because, among others, of long-standing partnerships with ENGOs. The EC co-funded project has only supplemented their efforts.

1.2. Problems to be addressed

Community Organisation

The focal problem to be addressed through this project is the lack of unity among the Coolies of North Kolar District, which makes them vulnerable to traditional caste-class exploitation and vote-bank politics.

In the perception of Coolies, the absence of unity (and an organisation which is the symbol and expression of that unity) has led to a situation of social oppression in which their very human identity, dignity and citizen status are denied.

In mature Coolie Sangha Units, where such unity has already been achieved, ways and means need to be found to put this functional unity to work in the interests of the coolies.

Coverage as on 30 September 2000

	2nd Consortium Targets		Present Coverage	
	Villages	Member families	Villages	Member families
FORMATION PHASE	49	1,160	61	1,809
FORMALISATION PHASE	137	4,384	117	3,913
CONSOLIDATION PHASE	232	6,849	236	5,562
INDEPENDENT CSUs	89	2,197	174	3,797
TOTAL	507	14,590	588	15,081

- 61 villages (1,809 Coolie families) in the Formation phase have to be supported with 9 yrs of Coolie Sangha building measures by March 2010
- 117 villages (3,913 Coolie families) in the Formalisation phase have to be supported with 6 yrs of Coolie Sangha building measures by March 2007
- 236 villages (5,562 Coolie families) in the Consolidation phase have to be supported with 3 yrs of Coolie Sangha building measures by March 2004
- 174 villages (3,797 Coolie families) in Independent CSUs have to be supported with post withdrawal measures till the end of the programme period
- 50% of 192 Dropped-out CSUs (8,957 Cancelled Coolie families) have to return to the fold before end of the programme period

Coolie Women

Coolie women have made impressive achievements by using various instruments of positive discrimination like weekly Mahila Meetings, reservation of posts within the Coolie Sangha, Decentralised Health and Child Budgets, *Vokkaku Sanchi Duddu* (petty credit fund), Veto power over CCF decisions, total control over the spending of Sangha Funds, emphasis on the Girl Child, Women's Fund Projects, etc.

ADATS organisational culture and clear Gender Policy with inbuilt sanctions help foster a woman friendly atmosphere.

The role and contribution of women is already felt and visible. But we still have a long way to go before patriarchy is effectively countered, practical and strategic gender needs are met, and the strength and contribution of Coolie women becomes an established fact of village life.

This project application and the Log Frame has been scrupulously examined to ensure that gender concerns are properly identified and addressed at every stage and phase of design, implementation, management and monitoring.

Coolie Children

The Coolie Sangha supports 20,645 children¹ from 635 villages with scholarship and supplementary education to attend government schools. Mahila Meetings make lists of children, assess each Member family's ability to support their own children's education, and decide how much they want to support each child with. Though mostly illiterate and neo-literate, Coolie women are able to handle large sums of moneys quite efficiently.

- In the Independent CSUs, Sangha Funds are used to support this activity
- During ADATS 9 year intervention, Mahila Meetings use the decentralised children's budget of Rs 200 per child that ADATS gives them every year

The Mahila Meetings monitor children's school attendance, take an active interest in the village schools, buy play material for the children, pay for extra tuition, etc. This is a very important instrument used by the Mahila Meetings in order to:

- Give children a childhood and emphasise on their Here & Now rights, role and status, as different from investing on children in order to safeguard the future.
6,529 (34%) children are in Primary School, 7,873 (41%) in Middle School, and 4,930 (26%) in High School.
- Support the Girl Child in matters beyond schooling and education.
8,873 (46%) girls are in schools, and 10,459 (54%) boys.
- Give Coolie women an opportunity to express their motherhood.

We have allocated Rs 8.1 million to give decentralised child grants for 13,500 Coolie children from 414 villages. In 174 Independent CSUs, the activity will continue to be self-financed by the Coolie Sangha through Sangha Funds.

Coolie Credit Funds (CCFs)

The Coolie Sangha has demonstrated a remarkable capacity to pull itself out of fiscal crisis in the face of serious external threats like deliberate destabilisation, drought, famine, and an overall cash crunch. After an impressively long period of more than 16 years and having given out a total of 23,575 loans totalling to Rs 65.1 million, Rotation of CCF Capital stands at 1.76 times, Repayment Rates are high at 90.07%, Capital at Risk is at a controllable 17.5%, unutilised Bank Balance is low at 21%, and Bad Debts amount to 0.17% of the capital.

- The steady growth in Utilisation Capacity along with rectification of low Repayment Rates and high Bank Balances suggests a maturing in the internal fiscal situation of the Coolie Sangha. If this seriousness is kept up for the next 3 years and a time discipline develops in the Member Coolies, the CCFs will establish themselves as permanent institutions.

¹ 128 dropped villages are included since children are not victimised when a CSU stops functioning. Moreover this acts as an inducement for the CSU to return to the fold

CCF Capital in various villages as on 31 December 2000

	Present CCF Capital	Membership	Average per Member family	Target	Grants Needed
Formation	702,965	1,809	389	Rs 1,500	2,009,799
Formalisation	5,327,613	3,913	1,361	Rs 3,500	8,369,907
Consolidation	15,558,432	5,562	2,721	Rs 5,000	12,675,798
Independent	19,526,390	3,797	5,142		
Total	Rs 41,115,400	15,081	Rs 2,726		Rs 23,055,504

There is an need for CCF grants worth Rs 23 million and increase the CCF Capitals in all the CSUs. However, we have allocated only for Rs 7.5 million due to budgetary constraints.

Dry Land Development

When compared to Middle Peasant *Ryots* who own an average at 25-30 acres of dry land and 2-3 acres irrigated, Member Coolie families own a pittance. The average holding of a land owning Coolie family² works out to a mere 2.59 acres of dry land. Moreover 47% of them are land-poor with less than average holdings.

However, even these meagre holdings are vital to ensure food security and establish a citizen status in village society. Over the years, we have observed that the forced migration of land-less peoples takes an entirely different tone and tenor when compared to choice/seasonal migration of the landed who go to exploit economic opportunities away from their villages.

ADATS and the Coolie Sangha have carried out impressive S&WC works for many years. These include clearing fields of shrubs, rocks and boulders, contour bunding, checking ravines and gullies, constructing retention walls, digging diversion channels and farm ponds, hauling alluvial silt from the tank beds, deep ploughing, etc. Year after year, Member Coolie families grouped themselves into work gangs and descended on each other's lands for 3-4 summer months. All these have made impressive technical as well as socio-political gains. Please see our Agriculture Policy & Strategy paper for a detailed description of efforts.

In late 2000 we decided to delve deeper into the technical aspects of our efforts. We made a detailed study of each and every Coolie holding. 499 older village CSUs where S&WC works had been implemented were selected and 13,293 Member Coolie families participated. A total of 34,413 acres were studied, holding after holding.

When all the data was compiled, we assessed that an investment of 2.25 million person days (at the rate of 35 person days per acre) was needed to complete S&WC works. At a wage rate of Rs 15 per day this works out to a requirement of Rs 33.8 million. We called it the Master Plan.

In this present project (the 3rd Consortium Programme) we have allocated Rs 14.6 million on S&WC works in 3 Taluks. Save the Children New Zealand has committed Rs 9 million for the 4th Taluk.

With a further investment of Rs 10 million during the 4th Consortium Programme (2004-2007) each and every Coolie holding in these mature CSUs can be cleared of shrubs and boulders, bunded, levelled and brought to par with *Ryot* holdings.³

Like most comparable NGOs in the field, ADATS is fairly good in implementing S&WC works. But we are poor when it comes to agriculture *per se*. We have not been able to harness

² Only 74% of them own any land at all; 26% are landless

³ A new requirement which would have arisen by 2004 would be 61 village CSUs (which are presently in the Formation phase) with 1,809 Member families (approx 4,500 acres)

the tremendous potential that has been unleashed to make a tangible impact on actual farming practices, beyond helping poor Coolies to emulate the better off *Ryots*.

In an attempt to correct this lacuna, several Indian NGOs have grouped themselves, along with I/C Consult from the Netherlands in order to inventorise farming systems in our respective regions and learn techniques from each other. ADATS intends to involve Agriculture Man & Ecology, a Bangalore based subsidiary/project of ETC, the Netherlands.

Along with other international environment actors, under possibilities opened up by the Climate Change Convention, ADATS and the Coolie Sangha are trying to mobilise AIJ funding to grow fruit trees on Coolie lands. As on date, ours is the ONLY Government of India approved AIJ project in the country. Should we succeed in mobilising resources the Coolies will be able to make an environmentally sound directional change – from financially risky and ecologically unviable field cropping to far more sustained tree cropping.

1.3. Participants/beneficiaries and main actors (local NGOs and other decentralised actors (public or private) involved

1.3.1. Description and analysis of interests of participants/beneficiaries involved in the project

Beneficiaries

25-30 Coolie families from each village (comprising 50-70 households) organise themselves into village Coolie Sangha Units (CSUs). These village associations are the primary units of the grassroots organisation, the Coolie Sangha. The Coolie Sangha is a highly structured, disciplined and self-financed membership driven organisation which enters into a working relationship with ADATS.

- 15,081 small and poor peasant families from 588 village CSUs will participate in and benefit from the project.
- 28% of these families are represented by women.
- 60% of these families belong to Scheduled Castes/Tribes, 21% to Middle Castes and 19% to Forward Castes

All of them are agricultural labourers, semi-skilled workers, artisans, petty traders or self employed marginal farmers. None of them employ others as wage labourers. Their caste-class are referred to as Coolies. They are pitted against their middle peasant adversaries, the *Ryots*, in the socio-economic and political arenas of a cruel semi-feudal political economy.

Except when responding to rare emergencies, ADATS does not work with the individual poor, within the conventional social work or charitable mode, in any patronising manner.

Stakeholder Analysis

Primary Stakeholders who are positively impacted by the Project are:

- Coolie families (Small and Poor Peasants – landed and landless agricultural labourers) who are accredited Members of the grassroots organisation
Identity, Person Status, Access to Government Benefits, Credit, Land Development, Quality of Life, Sustainable Livelihoods
 - Coolie Women as Targets within the Target Group
Physical Protection, Person Status, Self Expression, Improved Civic Amenities, Petty Credit, Sex Parity, Health
 - Coolie Children, especially the Girl Child, as Targets within the Target Group
Education, Childhood, Health, Child Rights, Opportunities, Future of their Choice
- Other Coolie families and the rural poor in the villages
Free-rider Benefits – Increased Wages, Social Status, etc.

The following Primary Stakeholders are negatively impacted by the Project:

- Ryots (Middle Peasants)
Higher Wage Bills, Loss of Personal Services and Sexual Favours, Challenge to Traditional Status and Prestige,
- Village Touts and Petty Politicians
Loss of Influence/Income, Erosion of Vote Banks
- Corrupt Village Officials
Loss of Income, Forced to Perform

Secondary Stakeholders (those involved in the delivery of Project Outputs) include:

- ADATS Field, Executive and Accounts Admn. Staff
Organisational Goals, Institutional Learning, Leadership Roles, Self Esteem, Salaried Opportunity to Work with the Poor
- Elected Coolie Sangha functionaries
Organisational Goals, Leadership Roles, Family Prestige, Preparation to Play Bigger Roles
- Funding Partners
Organisational Goals, Institutional Learning, Application in Other Areas/Situations, Opportunity to Express Social Consciousness through Solidarity & Moral Support
- Electoral Allies
Political Gain
- Panchayat Raj Officials
Environment Made Conducive for Performance

External Stakeholders (those who are external to the Project, but can influence the outcome of the Project) are:

- Members of the General Intelligentsia (Consultants, Experts, Academicians, well wishers, etc.)
Opportunity to Express Social Consciousness through Solidarity & Moral Support, Shared Learning
- Fellow NGOs who we network with
Sharing Experience, Evolve and Implement Common Strategies, Mobilise Larger Resource Base
- Indian Institute of Science, University of Agricultural Sciences and other scientific bodies
Acquiring Field Knowledge, Academic Recognition
- International Institutions/Movements like the Climate Change Convention, Save the Children Alliance, etc.
Testing of Theories & Hypotheses, Creating Critical Mass
- Private sector actors in the fields of IT and Management
Opportunity to Express Social Consciousness through Solidarity & Moral Support, Enhance Corporate Image
- Back Funders
- Political Allies/Adversaries
Political Gain/Loss

1.3.2. Main implementing actors and their interaction (e.g. between grassroots organisations, support NGO and local authorities)

ADATS, the promotional NGO is responsible for the organisation of Small and Poor Peasants and the development of the grassroots organisation, the Coolie Sangha. The Coolie Sangha relies on ADATS to be a window to the external world, and provide the support required while a new generation of Coolie leaders emerge.

The analysis of participation of various stakeholders as presented in the next section illustrates the interaction of the various actors at different stages of the Project Cycle.

Decentralisation of government as envisaged in the 73rd Amendment to the Indian Constitution is in the early stages of implementation, and this development is seen as an important opportunity for the Coolie Sangha. Coolies are asserting their rights and organisational strength in local body electoral politics, and in the process redefining their relationships and interactions with traditional power structures and systems.

ADATS has a tradition of inviting Consultants and Experts to study various aspects of the organisation's work and offer recommendations and change strategies. These external stakeholders are important sounding-boards during the design, management, monitoring and evaluation phases.

Scientific institutions assist ADATS in various aspects of project implementation and monitoring, principally through the development and application of new technologies and methodologies.

ADATS is open to constructive and ethical partnerships with the private sector, particularly in finding market opportunities, product design and development in the Income Generation Programme. Partnerships will also be explored for the development of Management Information Systems and exploitation of state of the art Information Technology.

1.3.3. How are the different actors and participants/beneficiaries involved in the each phase of the operation: design, implementation, management, monitoring and evaluation

Project Cycle Management

Stakeholder	Design	Implementa- tion	Management	Monitoring	Evaluation
Member Coolie families	✓	✓	✓	✓	
Other Rural Poor					
ADATS Staff	✓	✓	✓	✓	✓
Coolie Sangha Functionar- ies	✓	✓	✓	✓	✓
Funding Partners	✓				✓
Electoral Allies		✓			
PRI Officials		✓			
Consultants & Experts	✓		✓	✓	✓
Fellow NGOs		✓			
Scientific Institutions		✓		✓	
Movements					
Private Sector		✓	✓		
Back Funders					

2. Intervention

2.1. Objectives

2.1.1. Project Goal

To ensure that Member Coolie families gain freedom from social oppression and realise a human identity, dignity and citizen status

2.1.2. Project Purpose

To unify the poor and build the structures and discipline of the Coolie Sangha at the Village, Cluster and Taluk levels

- 35% of village population are active members of the Coolie Sangha by 2010
- All facets of Coolie life discussed and decided within Coolie Sangha fora
- 61 villages (1,809 Coolie families) in the Formation phase supported with 9 years of Coolie Sangha building measures by March 2010⁴
- 117 villages (3,913 Coolie families) in the Formalisation phase supported with 6 years of Coolie Sangha building measures by March 2007
- 236 villages (5,562 Coolie families) in the Consolidation phase supported with 3 years of Coolie Sangha building measures by March 2004
- 174 villages (3,797 Coolie families) in Independent CSUs supported with post withdrawal measures till the end of the programme period
- 50% of 192 Dropped-out CSUs (8,957 Cancelled Coolie families) return to the fold before the end of the programme period
- Increased value of physical and cash assets (CCF Capital, Sangha Funds, Buildings, etc.) in the independent CSUs

2.2. Expected Results

2.2.1. Project Outputs

A. Future of Coolie Sangha Secured

- A.1. Coolie Sangha established as Social Institution
- A.2. Relevance of the Coolie Sangha maintained
- A.3. Self-finance mechanisms established
- A.4. Surplus Sangha Funds ethically invested in high yielding portfolios
- A.5. Concept of Leadership replaced with that of Representation
- A.6. Feminist Organisational Culture Established

B. Coolie Women Strengthened

- B.1. Coolie women contribute as equals to ALL decisions and activities of the Coolie Sangha
- B.2. Sexual exploitation of Coolie women arising from petty credit needs stopped
- B.3. Coolie women contribute as equals to all decisions and activities in village society
- B.4. Coolie women exercise decision making power in agriculture

⁴ Log Frame shows a total of 120 villages and 3,700 families since 59 CSUs (1,891 families) in SCNZ supported Gudibanda Taluk are included in the total ADATS/Coolie Sangha Strategic Plan

- B.5. Personal Protection and material support to (single) women-headed households ensured
- B.6. Property rights secured for Coolie women
- B.7. Mothers empowered to provide Pre Primary Health Care Services
- B.8. Pre Primary Health Care Services made sustainable and self-financed
- C. Individuality and Person Status of Member Coolies Established
 - C.1. Person Status Acquired in Village Society
 - C.2. Pluralistic community established across caste-lines
 - C.3. Capacity of Member Coolies and elected functionaries built up
- D. Survival Capacity of Member Coolie families Established
 - D.1. Adequate Credit Available to Coolie Families
 - D.2. Efficacy of CCFs improved
 - D.3. Safety Net for old people established
 - D.4. Safety Net for failed enterprises established
- E. Political Presence of Coolie Sangha Established
 - E.1. Coolies Become Effective Minority
 - E.2. Local Body and Panchayat Raj Institutions captured by Coolie Sangha
- F. Coolie Children Schooled and Educated
 - F.1. All Coolie Children attend schools
 - F.2. Girl child protected
 - F.3. Children's Programme made sustainable and self financed
- G. Sustainable Resource Use Practices Set In Place
 - G.1. Dry Land Development Programme implemented in a phased manner
 - G.3. Sustainable dry land practices established on Coolie lands
 - G.4. Positive values imbibed to tackle issues of gender, ethnicity and environment
- H. Economic Development Initiated
 - H.1. Economic Literacy campaign implemented
 - H.2. Non-farm livelihood opportunities secured for Coolie youth
 - H.3. Market opportunities identified
- I. Staff Capacity Developed
 - I.1. Project Management Skills Enhanced
 - I.2. Process Management Skills (participation, facilitation, listening and team work) Enhanced
 - I.3. Subject Matter Specialisation Enhanced

2.2.2 Indicators

Please find detailed Indicators with baseline figures and Sources/Mean of Verification in the Log Frame.

2.3 Activities

Please refer to Log Frame for the Activity Processes involved.

- A. FUTURE OF THE COOLIE SANGHA SECURED
 - A.1.1. Holding regular Coolie Sangha meetings at village, Cluster and Taluk levels

- A.1.2. Conducting annual membership drives
 - A.1.3. Settling internal Coolie disputes within the CSUs
 - A.2.1. Aligning new programmes to changing environment
 - A.2.2. Encouraging younger generation to become active Members
 - A.3.1. Reducing Drop Out Rate after Sangha Tax is introduced
 - A.3.2. Establishing Sangha Fund practices
 - A.4.1. Investing surplus funds in ethical investments
 - A.5.1. Assisting poorer Coolies on priority basis
 - A.5.2. Facilitating smooth transition from Formalisation to Consolidation phase
 - A.5.3. Bringing elected GP/TP members under social control of Coolie Sangha
 - A.6.1. Conducting Coolie Sangha elections in a spirit of goodwill
 - A.6.2. Guiding Coolie Sangha financial decisions
 - A.6.3. Encouraging joint financial decisions within families
- B. COOLIE WOMEN STRENGTHENED
- B.1.1. Changing CSU membership to the names of Coolie women who actually manage their families
 - B.1.2. Encouraging Coolie women to attend “mixed” CSU Meetings
 - B.1.3. Electing Coolie women as functionaries
 - B.1.4. Mahila Meetings controlling Sangha Funds
 - B.1.5. Mahila Meetings exercising veto over CCF decisions
 - B.2.1. Coolie women meeting petty credit needs through their *Vokkaku Sanchi Duddu*
 - B.3.1. Mahila Meetings taking the lead in contesting all women reserved seats
 - B.3.2. & B.3.3. Mahila Meetings giving lead to all women in the village
 - B.4.1. Supporting strikes and struggles for equal wages
 - B.4.2. Coolie women actually ploughing their lands
 - B.4.3. Coolie women taking decisions on agriculture
 - B.6.1. Registering family properties in the joint names of husbands and wives
 - B.7.1. Training VHWS to provide pre-primary health care
 - B.7.2. & B.7.3. Mahila Meetings reimbursing hospital bills and family medical expenses
- C. INDIVIDUALITY AND PERSON STATUS OF MEMBER COOLIES ESTABLISHED
- C.1.1. Positive discrimination for Harijans
 - C.1.2. Positive discrimination for Coolie women
 - C.1.3. Winning the undivided loyalty of Member Coolies
 - C.1.4. Obtaining title deeds for Government waste lands
 - C.2.1. Removing entry restrictions for those who want to join the CSUs
 - C.2.2. Supporting victims of caste oppression
 - C.2.3. Performing inter-caste marriages and conducting simple marriages
 - C.2.4. Jointly celebrating functions and festivals
 - C.2.5. Preventing cross-voting on caste lines
 - C.2.6. Electing all castes as Coolie Sangha functionaries

- C.3.1. Conducting annual Member Training sessions at Cluster centres
 - C.3.2. Conducting subject matter training sessions for 123 Cluster Secretaries and 80 Women's Committee Members
- D. SURVIVAL CAPACITY OF MEMBER COOLIE FAMILIES ESTABLISHED
- D.1.1. Releasing and rehabilitating bonded labourers
 - D.1.2. Redeeming and protecting mortgaged lands
 - D.1.3. Granting CCF Capital to the village CSUs to reach Rs 1,500 per Member Coolie in the Formation phase, Rs 3,500 in Formalisation phase, and Rs 5,000 in Consolidation phase
 - D.1.4. Releasing Crop Loans and cultivating all Coolie lands
 - D.1.5. Promoting Off Farm ventures
 - D.1.6. Training and supporting each and every CCF borrower
 - D.1.7. Obtaining title deeds for Coolie lands
 - D.2.1. Introducing time discipline
 - D.2.2. Transferring Sangha Funds to CCF bank accounts when need arises
 - D.2.3. Updating monitoring software
 - D.3.1. Obtaining government Old Aged Pensions and supplementing with monthly assistance from Sangha Funds
 - D.4.1. Re-adjusting repayment dates for failed ventures
- E. POLITICAL PRESENCE OF THE COOLIE SANGHA ESTABLISHED
- E.1.1. Assessing the socio-political presence of the Coolie Sangha at each Taluk
 - E.1.2. Training Coolies in socio-political analytical skills
 - E.1.3. & E.1.4. Executive Committees negotiating with outside actors on behalf of the Coolie Sangha
 - E.1.5. Involving non-CSU women and other poor to partake in wider struggles
 - E.2.1. Raising civic consciousness and contesting local body elections
 - E.2.2. Enabling Mahila Meetings to take the lead in contesting all women reserved seats
 - E.2.3. Influencing budget allocation and beneficiary lists of civic bodies
- F. COOLIE CHILDREN SCHOOLED AND EDUCATED
- F.1.1. Conducting school enrolment drive
 - F.1.2. Preventing school drop out
 - F.2.1. Retaining girls in school after puberty
 - F.2.2. Preventing under age marriages
 - F.2.3. Supporting choice marriages
 - F.3.1. Self-financing Decentralised Child budget with Sangha Funds at Rs 200 per child as during ADATS intervention
- G. SUSTAINABLE RESOURCE-USE PRACTICES SET IN PLACE
- G.1.1. Surveying and preparing Master Plan
 - G.1.2. Conducting S&WC Works on 12,891 acres belonging to 4,166 Coolie families in 154 villages of Bagepalli, Chickballapur and Siddalaghatta Taluks from 2001 to 2003
 - G.1.4. & G.1.5. Bringing extra land under Coolie cultivation
 - G.3.1. Measuring increases in crop yields

- G.3.2. Measuring drinking water availability
 - G.3.3. Measuring rise in level of water table
 - G.3.4. Estimating fodder stocks
 - G.3.5. Calculating Crop Loan return rates
 - G.3.6. Repairing contour bunds just before cultivation
 - G.4.1. Inventorising Farming Systems in North Kolar district
 - G.4.2. Protecting Common Property Resources
- H. ECONOMIC DEVELOPMENT INITIATED
- H.1.1. Implementing Economic Literacy Campaign
 - H.2.1. Promoting Non Farm ventures
- I. STAFF CAPACITY DEVELOPED
- I.1.1. Implementing participative PME workshops
 - I.1.2. Sharing this Strategic Plan with all Coolie Sangha functionaries

3. Assumptions and Risks

Assumptions have been worked out for each Intervention Logic in the Log Frame.

4. Implementation

4.1. Organisation and procedures

ADATS follows a 9 year Intervention Strategy to build the Coolie Sangha. Activities are divided into three distinct 3-year phases of Formation, Formalisation and Consolidation, with Staff pull out at the end of each Phase. Material and non-material inputs are introduced and cut-off at definite points of time in this 9 year matrix in order to achieve maximum impact. After 9 years, ADATS withdraws from mundane day-to-day responsibilities, and relates to the mature and independent Coolie Sangha Units in a totally different manner, performing an altered role.

The ADATS/Coolie Sangha Organogram clearly traces the lines of reporting and control between the 2 Organisations, elucidating tasks, positions, responsibilities and reporting procedures of various Staff and functionaries.

Specially designed management aids are put into use in an attempt to make the entire operation simple, transparent and efficient. A special monitoring software provides updates, information analysis, and administrative support.

Proven material for achieving targets are packaged into training and campaign material, books, charts, audio cassettes, examination schedules, et al. Procedures are laid down for obtaining CSU and Cluster recommendations before extending assistance. Systems are in place to facilitate grassroots planning and CSU monitoring of economic activities like the CCFs and DLDP.

Weekly Cluster Meets act as “Formal Points of Working Contact” between ADATS Staff and Coolie Sangha functionaries. Monthly Taluk Coolie Sangha Meetings recommend/endorse policy and programme choices, and ratify budget allocations to village CSUs. Annual Reviews are conducted by the Coolies themselves. ADATS does not relate to Coolie families directly. Our beneficiaries are, in this sense, the village CSUs and not thousands of Coolies in an individual or personal capacity.

4.2. Means and inputs

Every organisation depends on key resources in the form of committed people, materials, methods, machinery and money to act as levers for comparative advantage.

ADATS and the Coolie Sangha have developed an impressive organisational machinery that is responsive and decisive. The discipline of the organisation and its accountability can be considered among the most important resources for project implementation.

There are 76 full time Staff (44 men and 32 women) with considerable experience in project planning and programme implementation. These Staff are now being trained to monitor the project against carefully prepared Plans & Budgets.

Community organisation is 3 tiered – at the Village, Cluster and Taluk levels.

Coolie Credit Funds have been built up over the last 16 years, and borrowers are encouraged to spend their money carefully and repay in time, under community supervision.

Although sustainability and reduced dependence on donor funds are ideals that ADATS believes in, the production of collective goods by definition implies external support.

ADATS has a history of committed funding from Northern partners, which has helped to take forward the work of the Coolie Sangha, qualitatively and quantitatively.

Since there is heavy demand from NGOs for development funds, the way an NGO arranges and organises its resources defines not only its comparative advantage, but also a competitive advantage.

5. Factors ensuring Sustainability

5.1. Sustainability of the project activities

Who will be responsible for continuation and management of the project activities after completion?

ADATS has a clear Intervention Strategy spread over a 9 year period and follows a 2 Organisations policy wherein autonomous grassroots structures which have independent identity and are legally and functionally distinct from the NGO.

On the one hand, Independent CSUs are supported after withdrawal with an altered role being played by the NGO and development workers. On the other hand functionaries thrown up by these mature villages become change agents, providing policy direction and leadership to the uninitiated.

5.1.2. What capacity building measures are foreseen and for whom?

Training needs will be identified for different levels of ADATS Staff and Coolie Sangha functionaries. Capacity building programmes will have the following elements:

- Exposure Visits
- Hands-on Training
- Conceptual Training at different levels

5.1.3. How will the project be managed.

Job Descriptions and detailed procedures evolved over time are in place.

5.1.4. How has appropriateness of technology been assured.

The Intervention Strategy for Coolie Sangha building has been indigenously developed, over the past 23 years, through action and reflection.

5.1.5. How will socio-cultural sustainability be ensured.

Strategy and tactics have been evolved through trial and error, challenging socio-political, cultural and gender practices that result in disempowerment. New norms and social relations are evolved at the grassroots to replace unjust and obsolete practices – i.e. they are not artificially imposed through any alien conceptualisation of external values.

Radical approaches, such as those used to unite the poor across caste lines, alter the power balance in village society, fundamentally strengthen the position of women, etc. have all helped to forge an alternate Coolie identity and person status.

Because of this systemic departure from oppressive and patriarchal norms, social and professional mobility is acquired by the new generation in a rapidly changing environment.

5.1.6. How will future financial sustainability be ensured

Building civil society institutions will stay incomplete unless self-financed. The Coolie Sangha is self-financed through voluntary contributions made by Member Coolie families who plan for their posterity from day 1 of ADATS' involvement. Each and every family contributes 10% of their income, from whatever source, to their CSU's Sangha Fund. These collections are spent to meet transaction costs of the village Coolie Sangha Unit. After ADATS' withdrawal Sangha Funds are also used to pay for their functionaries, finance the decentralised health and children's programmes, on legal aid and aid distress, etc.

Balance unspent moneys at the end of each financial year are placed in Fixed Deposits (FDs) in the name of the respective village Coolie Sangha Unit. These FDs form the decentralised village level corpus fund of the Coolie Sangha.

As on 31 December 2000 Sangha Funds total Rs 27 million. Immovable assets belonging to the Coolie Sangha are valued at another Rs 30 million.

However, the Coolie Sangha knows that there is no magical quantum/volume of money which can give it financial sustainability. Instead, it is the setting in place of a regular and accepted practice of internal resource mobilisation that will guarantee posterity. This is fully dependent on, and a test of, perceptions of relevance.

For the past 7 years, in all the older CSUs, the practice of contributing Sangha Funds has been formalised through a system of declaring annual incomes and the paying Sangha Tax once a year. So much so that paying Sangha Tax has now become the standard norm for renewing membership in the Consolidation phase and Independent CSUs.

5.1.7. Who will own the movable and immovable property acquired under the project?

Except for the replacement of 4 project Jeeps, there are no capital costs to be incurred in this project.

However, ADATS pursues an active policy of creating assets in the name of the Coolie Sangha. ADATS has created immovable assets worth over Rs 30 million in the name of the Coolie Sangha.

The Coolie Sangha owns a 43 acre Organic Farm, a fully equipped Training Centre, a Commercial Complex to give a rental income of over Rs 100,000 per month, and numerous Community Halls in the Cluster centres. Even when built with ADATS funds, the legal titles to these properties stand in the name of the Coolie Sangha.

ADATS owns only those assets that are absolutely necessary for the implementation of projects and programmes. These include:

- 5 fully equipped Campuses at the respective Taluk headquarters, comprising Office, Training facilities, Guest Rooms, Staff Houses, etc.
- A Guest House at Bangalore, the State capital.

- 6 Jeeps, 33 Motorcycles and 2 Mopeds.

5.2. Sustainability of the local implementing organisation

5.2.1. If required, what capacity building measures are proposed to ensure that the organisation responsible for the project will be able to carry it on once the co-financing comes to an end?

Staff capacity development (for ADATS Staff as well as Coolie Sangha functionaries) is a planned Project Output. Adequate resources have been sourced for conducting 17 PME Workshops and developing a Monitoring System.

Total Knowledge Management is emerging as a critical competitive resource. Organisational Learning is captured and stored in conceptual formats that can be applied in various other situations – i.e. they are not a collection of case studies, but the principles of each case.

ADATS Staff and Coolie Sangha functionaries have traditionally shown an openness and capacity to acquire skills and apply them innovatively. This will increase efficiency, effectiveness and create a knowledge pool.

5.2.2. How is the financial sustainability of the organisation's core structure and running costs (staff and overheads) assured in the future.

Earlier thinking was that NGOs should disappear after withdrawal; that they had a temporary and transient role while building grassroots organisations. This has changed with a more matured understanding of role transformation. Grassroots organisations will continue to need external input, and the development worker's contribution will move from programmes and funding to information and knowledge.

Core costs of mature NGOs like ADATS definitely need to be covered in order to guarantee the sustainability of achievements and accomplishments. But NGOs like ADATS do not have either the mandate, focus or core competence to generate/mobilise resources. They have to rely upon collective strategies.

ADATS has a longstanding relationship with her funding partners, Icco and EZE, with whom we relate to as development partners. Depending upon country policies drawn to tackle this particular requirement, the financial sustainability of ADATS and other Indian NGOs will be examined to find collective solutions.

Save the Children, New Zealand, is a relatively newer funding partner. But because of the sponsorship mechanism, resources are assured for the next 10 years. Moreover, SCNZ has consciously and deliberately chosen to enter into a partnership relationship with ADATS, making serious investments in our institutional development and sustainability as an NGO.

6. MONITORING AND EVALUATION

6.1. Indicate plans for monitoring and evaluation in the different phases of the project

In the forthcoming PME Workshops, ADATS and the Coolie Sangha will schedule all Activities (presently clubbed as Processes under Specific Outputs) and place them on CPM/PERT in order to clarify activity sequences, roles and responsibilities.

Existing Data Capture Formats will be examined and revisions made as required.

Questions of Accountability will be clarified.

Monitoring will take place at 3 levels:

- Process monitoring (Activities to Output) will take place in the Monday Situation Meetings

- Output to Purpose monitoring once every 6 month by ADATS Staff and Coolie Sangha functionaries
- Annual Cluster Reviews at selected Cluster centres

6.2. Provide monitoring indicators in the Log Frame

Please refer to Log Frame

6.3. Indicate what provisions are being made for Evaluations

6.3.1. Self or internal evaluation carried out by the local partner in consultation or without consultation of the European NGO

A self-evaluation exercise will be carried out at the end of 3 years to assess Project Purpose to Goal achievements

6.3.2. External evaluation organised at the initiative of the ENGO and/or local partner who jointly agree the choice of evaluators and the TOR

ICCO to fill in

6.3.3. Joint external evaluation in which the local partner and the ENGO and EC Commission (and EU Member State if appropriate) jointly agree the choice of evaluators and the TOR

ICCO to fill in

7. DURATION OF THE PROJECT (TIMETABLE)

1 April 2001 to 31 March 2004

E. LOGICAL FRAMEWORK

Log Frame attached

F. BUDGET

S.No.	Budget Head	1st Year (2001-2002)	2nd Year (2002-2003)	3rd Year (2003-2004)	Total
1.	PROGRAMME COSTS				
1.1.	COMMUNITY ORGANISATION				
1.1.1.	Food costs for training sessions:				
	a. 4 monthly Taluk Coolie Sangha Meetings	720,000	720,000	720,000	
	b. Member Training for 15,000 Member Coolies	450,000	100,000	100,000	
	c. 125 Annual Cluster Reviews @ Rs 500 per session	62,500	62,500	62,500	
	d. 10 days of subject matter training for 250 functionaries @ Rs 30 per day	75,000	75,000	75,000	
	e. 12 two-day PME Workshops for 60 participants @ 30 per day	43,200			
	f. Other Training and Meetings @ Rs 2,000 per month	24,000	24,000	24,000	
1.1.2.	Disposition fund for Legal Aid and Aid Distress	175,000	175,000	175,000	
1.1.3.	Cost of printing Monitoring Formats, Minutes Books, Forms, etc.	175,000	175,000	175,000	
1.1.4.	Cost of books, subscriptions and project direction costs	125,000	125,000	125,000	
1.1.5.	Stipends for 123 Cluster Secretaries @ Rs 500 p.m.	738,000	738,000	738,000	6,976,700
1.2.	FIELD STAFF				
1.2.1.	1 Projects Assistant @ Rs 6,500	78,000	78,000	78,000	
1.2.2.	2 Field Assistants @ Rs 6,000	144,000	144,000	144,000	
1.2.3.	13 Area Field Workers @ Rs 3,500	546,000	546,000	546,000	
1.2.4.	7 Mahila Trainers @ Rs 3,500	294,000	294,000	294,000	
1.2.5.	4 Taluk Secretaries @ Rs 2,000 p.m.	96,000	96,000	96,000	
1.2.6.	15% Staff Fund	173,700	173,700	173,700	3,995,100
1.3.	WOMEN'S PROGRAMME				
1.3.1.	Decentralised Health Budget for 11,284 Member families @ Rs 200	2,256,800	2,256,800	2,256,800	
1.3.2.	Decentralised Children's Budget for 13,500 school going children @ Rs 200	2,700,000	2,700,000	2,700,000	
1.3.3.	Legal costs for registering properties in the joint names of husbands and wives	25,000	25,000	25,000	
1.3.4.	Monthly VHW Training costs	96,000	96,000	96,000	
1.3.5.	Additional VSD grants to replenish lost capital in 500 Mahila Meetings	500,000	500,000	500,000	16,733,400

1.4. COOLIE CREDIT FUNDS (CCFs)

1.4.1.	CCF Grants for village CSUs to run their de-centralised credit programme	2,500,000	2,500,000	2,500,000	
1.4.2.	Food costs for training 100 borrowers a week for 2 days	300,000	300,000	300,000	
1.4.3.	Consultancy for IGP and Marketing Study	150,000			
1.4.4.	4 CCF Extension Workers @ Rs 5,000	240,000	240,000	240,000	
1.4.5.	4 CCF Field Workers @ Rs 3,500	168,000	168,000	168,000	
1.4.6.	15% Staff Fund	61,200	61,200	61,200	9,957,600

1.5. DRY LAND DEVELOPMENT PROJECT

1.5.1.	DLDP Wages for 4,166 Member Coolie families to develop 12,891 acres of land in 54 villages, as per Master Plan	5,802,337	4,370,231	4,417,917	
1.5.2.	1,000 sets of Tools & Implements @ Rs 200	200,000			
1.5.3.	Consultancy for Farming Systems study	150,000			
1.5.4.	3 Agriculturists @ Rs 5,000	180,000	180,000	180,000	
1.5.5.	3 DLDP Field Workers @ Rs 3,500	126,000	126,000	126,000	
1.5.6.	15% Staff Fund	45,900	45,900	45,900	15,996,185

1.6. VEHICLE MAINTENANCE

1.6.1.	5 Jeeps @ Rs 10,000 p.m.	600,000	600,000	600,000	
1.6.2.	28 M/cycles @ Rs 2,000 p.m.	672,000	672,000	672,000	3,816,000

2. CO-ORDINATION / ADMINISTRATION**2.1. STAFF**

2.1.1.	Project Director @ Rs 6,500	78,000	78,000	78,000	
2.1.2.	Accounts Admn Assistant @ Rs 6,500	78,000	78,000	78,000	
2.1.3.	Executive Assistant @ Rs 6,500	78,000	78,000	78,000	
2.1.4.	BCS President @ Rs 3,500	42,000	42,000	42,000	
2.1.5.	BCS Treasurer @ Rs 3,500	42,000	42,000	42,000	
2.1.6.	3 Desk Assistants @ Rs 5,000	180,000	180,000	180,000	
2.1.7.	4 Desk Workers @ Rs 4,000	192,000	192,000	192,000	
2.1.8.	4 Liaison Workers @ Rs 2,500	120,000	120,000	120,000	
2.1.9.	5 Drivers @ Rs 3,000	180,000	180,000	180,000	
2.1.10.	15 Cooks/Helpers @ Rs 1,000	180,000	180,000	180,000	
2.1.11.	15% Staff Fund	175,500	175,500	175,500	4,036,500

2.2. OFFICE RUNNING COSTS

2.2.1.	Electricity Bills @ Rs 30,000 pm	360,000	360,000	360,000	
2.2.2.	Telephone Bills @ Rs 12,000 pm	144,000	144,000	144,000	
2.2.3.	Printing Costs	25,000	25,000	25,000	
2.2.4.	Postage Charges @ Rs 1,500 pm	18,000	18,000	18,000	
2.2.5.	Paper and Stationery Costs @ Rs 3,000 pm	36,000	36,000	36,000	
2.2.6.	Building Taxes for 4 Campuses	15,000	15,000	15,000	
2.2.7.	Rents @ Rs 2,000 p.m.	24,000	24,000	24,000	
2.2.8.	Campus Maintenance @ Rs 25,000 p.m.	300,000	300,000	300,000	
2.2.9.	AMC for Computers and Equipment	20,000	20,000	20,000	
2.2.10.	Software Maintenance @ Rs 4,000 p.m.	48,000	48,000	48,000	

2.2.11.	Travel Costs @ Rs 15,000 p.m.	180,000	180,000	180,000	
2.2.12.	Genset maintenance @ Rs 2,500 p.m.	30,000	30,000	30,000	
2.2.13.	Miscellaneous @ Rs 5,000 p.m.	60,000	60,000	60,000	
2.2.14.	Audit Fees	50,000	50,000	50,000	3,930,000
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2.3.	CAPITAL COSTS				
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2.3.1.	Half cost of replacing 4 Jeeps @ Rs 250,000	1,000,000			
2.3.2.	Computer and UPS upgradation	250,000			1,250,000
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TOTAL:		24,598,137	21,022,831	21,070,517	66,691,485
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		37%	32%	32%	100%