

0320. 12th Progress Report on the Consortium Programme (Sep 2001)

3rd Consortium Project Numbers: Icco IN 094071 & EED 20010246

Though this is the 13th Consortium Progress Report, it is the first in half yearly monitoring of our 10 year Strategic Plan. This Report is an attempt at participative monitoring of performance against the plan.

The past 6 months have been an extremely busy period at ADATS and the Coolie Sangha, while we attempted a major directional change. The Report itself is divided into 2 Sections.

- Section I introduces the report by giving an account of the top-of-the-mind current issues influencing progress of the project.
- In Section II, the objectives under review are introduced and then performance is analysed in detail.

I. CURRENT ISSUES

DROUGHT, DISINVESTMENT & THE PUTTING OFF OF NON PRESSING DEBTS

After 3 consecutive years of low rainfall, drought and crop failure, the year 2000 was a fairly good one. But, in the meantime, massive disinvestments had taken place within Coolie as well as *Ryot* families. Furthermore, very many urgent expenditures had been put off during the 3 bad years. Leaky roofs had to be repaired, marriages performed, bullocks bought/replaced, etc. The normal pattern for the region's rainfall is that 2-3 years of average rainfall follow a bad patch. Expecting 2001 to be fairly good with above-average rainfall, most peasant families put off the repayment of non pressing debts.

TAKING A TOUGH STAND ON CCF OVERDUE

This had an adverse effect on CCFs performance. Repayment Rates plummeted to an all time low and Capital at Risk rose to alarming levels by March 2001. ADATS and the Bagepalli Coolie Sangha took a strict and unsparing stand. We made it clear that there would be no let in fiscal discipline.

- Those who did not intend repaying their CCF Overdue need not pay Sangha Tax (to renew membership) since they would anyway be blacklisted.
- There was no point in just a few Member families paying up and hoping to "somehow cover up" the defaulters.
- A village would be recognised as having a functioning CSU only when the entire CCF Overdue of Normal as well as Cancelled Members was fully paid up.

January to March 2001 were devoted to reminding Member Coolie families of their due dates for CCF repayment.

FALL IN MEMBERSHIP

Membership and coverage figures suffered. Many families did not bother to declare their incomes at all. Even fewer paid up. Compliance Rate (the ratio of those who declared their income compared to those who actually paid up) dropped to 81% in March 2001 and has now climbed to 84% by September. Even this figure is lower than the 86% we saw last year.

Overall figures do not reflect this fact since a whole lot of newer villages in the erstwhile EED Area of Chintamani Taluk came under the Sangha Tax discipline for the very first time. But a closer look at the Taluk wise figures on Sangha Tax reveals that Bagepalli and Chickballapur Taluks saw a dip in both, the number of families who declared their incomes as well as the number who actually paid up.

	Families who declared incomes in the year 2000	Families who declared incomes in the year 2001	Change	Families who paid Sangha Tax in the year 2000	Families who paid Sangha Tax in the year 2001	Change
Bagepalli	4,506	4,257	95%	4,100	3,724	91%
Chickballapur	3,011	2,826	94%	2,537	2,350	93%
Siddalaghatta	1,707	1,767	104%	1,397	1,453	104%
Chintamani	2,478	5,733	231%	2,025	4,698	232%
Overall	11,702	14,583	125%	10,059	12,225	122%

The situation is the same in the non-EED Areas of Chintamani Taluk also. Siddalaghatta, however, saw an increase in numbers. But the average Sangha Tax paid fell to an all time low in Siddalaghatta and Chintamani.

QUEST FOR SUSTAINABILITY

ADATS has always had sound management systems in place. A tested intervention strategy is couched in what we term an implementation technology, which is a combination of management culture and ideological choice. Openness and transparency are exceptionless. Grass-roots participation is obtained through established systems. Policies are well articulated. Process documentation is excellent.

Our work has always been strong on Effects, with even greater emphasis on dramatic activity processes, carefully selected and designed to create maximum communication impact on our constituents.

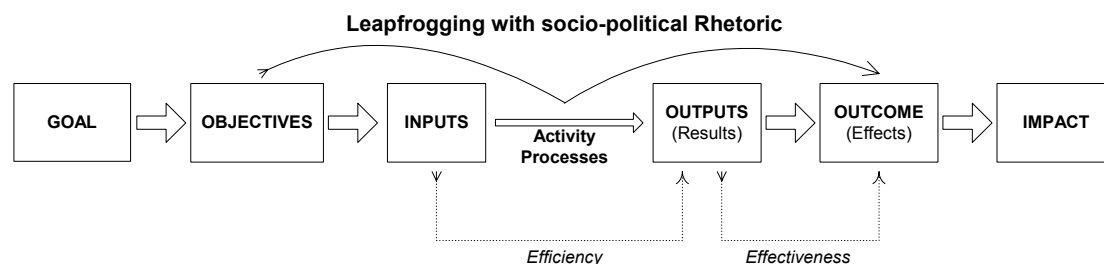
Our model relies heavily on the oratory and creating a sense of the spectacular, which energises participants and strengthens the movement. Rhetoric creates a powerful euphoria which, in turn, creates major changes in the power balance of village society. Such change is very real.

Feudal oppression has been countered. Coolies have gained a person status and identity. Overall wages have risen. Women and men get equal wages. A larger unification of the poor, across narrow parochial caste lines, has been achieved. Inter-caste marriages have become common. The Coolie Sangha definitely has a strong socio-political presence. The Coolies have become a powerful force to contend with. They have voted in 4 MLAs and 2 MPs of their own choosing 3 successive times. For 5 whole years, the Coolie Sangha controlled 24 departments of government by capturing the Taluk Panchayat.

These achievements are neither imaginary nor incidental.

However, it is possible that the stunning success of rhetoric and rousing leadership has led to some degree of neglect of the need to focus on Results and painstakingly monitor their realization. This has probably created a notion that if all the required Inputs are provided and activity processes set in motion, the Outputs will automatically follow.

We use the expression, "Leapfrogging with socio-political Rhetoric" to describe this tendency. Please see chart below:



The case which is summarized below gives a good example of the “Leapfrogging” tendency, which had to be identified and corrected.

- Earlier this year, ADATS gave out a general call asking that all family properties should be registered in the joint names of husbands and wives. When discussing progress a few weeks later, Narayanamma, the Chintamani Taluk Secretary, asserted that it had been done in over 50 villages in her Taluk. We were flabbergasted! No amount of pressure would make her take back the fantastic claim. When I gently coaxed the meaning out of her, she explained that the matter had been well received in all the Mahila Meetings. Even most (male) CSU Meetings had agreed that this was a long overdue step. Coolie women were very angry with the few oddballs who were resisting the call. “Everyone has agreed”, Narayanamma said, “Now it is only a small matter to actually go out and do it!”

The problem with attempting to achieve Effects in this way (i.e. by leapfrogging over Outputs or Results) is that performance would be left completely to chance. They do not always lead to a lasting Impact.

On the other hand, Effects that are the outcome of systematic Results obtained through the coordinated efforts of a whole lot of ordinary people tend to last. They do not owe their existence to quick-fix solutions by extraordinary change agents. Impact created in this painstaking manner is Sustainable.

INTRODUCTION OF FORMAL MANAGEMENT PLANNING

We entered into an agreement with a Management Consultant in October 2000 to help develop a Strategic Plan incorporating Vision, Mission (Goal), Purpose, Project Outputs and Activity Schedule, on the basis of planned inputs and processes for ADATS and the Coolie Sangha, and to assist us to participatively monitor its performance against the plan.

This is a 17 month long exercise wherein Ajit Mani of Intervention (India) Pvt. Ltd. will provide 2 days consulting time each month. He will carry out consultations, surveys, workshops, training sessions, seminars, qualitative and quantitative data analysis, document preparation and/or any other activity required to achieve the objective.

3 years back, when making the just completed 2nd Consortium Application (April 1997 to March 2000), we had used LFA and the Log Frame in order to communicate the project design and intent. After getting the project approved by our funding partners, LFA was largely forgotten. It was merely a means of communication. It did not go on to become an instrument to guide systematic implementation and monitoring of Activities and Results.

This time, we adopted LFA for our own internal development. Compelled by concerns for Sustainability, we consciously opted to introduce Management By Objectives and create a Result oriented management culture in order to responsibly prepare for ADATS withdrawal and ensure the sustainability of the Coolie Sangha.

One of the important issues ADATS Staff internalised was, “*What cannot be measured cannot be managed*”

When this premise was conceded, the question, “What are we measuring?” followed. It was a short step from there to systematic listing of objectives with measurement criteria – i.e. the criteria for success.

In April 2001 we finalised a 10 year Strategic Plan for ADATS and the Coolie Sangha. Our 3rd Consortium Application (April 2001 to March 2004) was ready. Icco sanctioned this 3 year programme on 29 May, and EED on 7 August 2001. We are awaiting the European Union’s approval.

THE CREATION OF SOCIAL CAPITAL

To equip ADATS and the Coolie Sangha in our struggle against social oppression, we have been consciously creating various types of capital. These include Natural Capital, Human Capital, Physical or Produced Capital and Social Capital. Of all these, we consider that our stock of Social Capital has become our greatest asset.

*Social capital refers to the internal social and cultural coherence of society, the norms and values that govern interactions among people and the institutions in which they are embedded. Social capital is the glue that holds societies together and without which there can be no economic growth or human well-being.*¹

Social Capital is about the most vital components in a survival strategy of the rural poor. It creates contacts and networks that provide the means to cope with every day living, as also dire emergencies. It creates the appropriate form of cohesiveness needed for cooperation.

When wider societal changes demand a partial abandonment of long established survival strategies, the rural poor’s stock of social capital suddenly disappears. When creating new support mechanisms to cope with the changed political economy, this stock is not automatically replenished. It has to be recognised as such and consciously built up.

Establishing village level associations could well lead to a perfunctory and/or functional unity without any deeper bonding. The fact that the Coolie Sangha has accomplished far more is because of a conscious lifestyle choice made by the Coolies themselves.²

10 years back, in 1991, when the Coolie Sangha adopted the slogan “*Become Rich in 3 Years!*”, it was not an economic agenda *per se* that they adopted. Rather it was an attempt to create the social milieu in which future generations could enterprise – a means to create new survival strategies in the emerging market economy.

The establishment of structures, systems and discipline in the mass organisation (as opposed to a loose social work mode), setting up self-finance mechanisms, promoting ownership and authentic autonomy, an emphasis on internal rectification, the inclusion of an engendered agenda, the adoption of a feminist ideology, all go to the creation of a particular type of bonding which is consciously chosen to provide a precise form of mutual support.

Our stock of Social Capital is secure and working to improve the lives of poor Member Coolie families. It will take their struggle to a wider arena from where government policies and programmes can be influenced.

¹ Mapping & Measuring Social Capital : A Conceptual and Empirical Study of Collective Action for Conserving and Developing Watersheds in Rajasthan, India, by Anirudh Krishna and Norman Uphoff
– The World Bank Social Development Family Environmentally and Socially Sustainable Development Network; June 1999

² Proof of this assertion lies in the purely functional role played by, for example, Trade Unions, Cooperative Societies and the like, who refuse to involve themselves in other facets of their members’ lives.

It is for this reason that ADATS has always maintained that service programmes like child sponsorships, dry land development, etc. will not *ipso facto* lead to the creation of Coolie Sangha Units.

It is in this light that we considered our earlier emphasis of the past decade to be perfectly valid. Present changes have to be seen as an evolutionary development. Accenting on management and economics is the natural continuum to our work with Coolie families, taking the effort to the next plane.

II. REVIEW OF OBJECTIVES

STRATEGIC OBJECTIVES

At the heart of any participatory management system is the Strategic Plan, developed through a participatory process. It is this plan that derives objectives from an analysis of the focal problem and the lower level problems.

The 8 Objectives to which ADATS and the Coolie Sangha has committed itself to are:

- A. Coolies Take Control Over their own Lives
- B. Political Presence of Coolie Sangha established
- C. Coolie Women Strengthened
- D. Coolie Children have Secure Future of their Choice
- E. Survival Capacity of Member Coolie families Established
- F. Sustainable Resource Use Practices Set In Place
- G. Diversified Economic Development Initiated
- H. Staff Capacity Developed

In this Section, each of these Objectives is reviewed against accepted indicators to assess the extent of achievement or progress.

A. COOLIES TAKE CONTROL OVER THEIR OWN LIVES

A.1. Membership & Coverage

As on 30 September 2001, there has been a marginal improvement when compared to the previous 6 months. 5 CSUs have returned to the fold, and 650 more Member families have paid up their Sangha Tax in the past 6 months.

Membership & Coverage as on 30 September 2001

	<i>3rd Consortium Application</i>	Last Report		This Report	
1st 3 year Formation phase	61	21		23	
2nd 3 year Formalisation phase	117	69		69	
3rd 3 year Consolidation phase	236	267		269	
Independent CSUs	174	186		187	
Total Villages	588	543		548	
Normal Member Families	15,081	12,837		13,487	
Suspended Members		2,662		2,358	
Women Memberships	(%)	3,821	(30%)	4,113	(31%)
Coverage of Village Population	%	24%		23%	

6 months back, there was a severe drop in the number of functioning CSUs as well as Normal Member families – a loss of 45 CSUs and 2,244 families. Moreover, 2,662 Suspended Members had declared their annual incomes but not yet paid Sangha Tax.

A.2. Ethnic Cover

When compared to 6 months back, the percentage of SC/ST families within the CSUs has slightly increased at the expense of Middle Castes. This has not resulted in any big change in ethnic cover figures.

Ethnic Composition of the Membership as on 30 September 2001

Member Families	Percent in CSUs	Caste Group	Total Families	Ethnic Cover	
8,129	60%	Scheduled Castes/Tribes	28,030	47%	29%
2,581	19%	Middle Castes	12,439	21%	21%
2,777	21%	Forward Castes	19,372	32%	14%
13,487	100%		59,841	100%	23%

A.3. Baseline Survey

A.3.1. MEMBER FAMILIES SETTING THE AGENDA

Immediately after getting this 3rd Consortium Programme sanctioned, we decided to make a Baseline Survey where each Member family was asked:

“What is the most pressing problem of yours that you want to see solved, using the functional unity obtained in the Coolie Sangha?”

This was to become the year’s agenda for community organisation efforts by ADATS and the Coolie Sangha.

A.3.2. CHECK LIST

In order to initiate the process, a Check List of questions was made. This was meant to start discussions, but it confused ADATS Staff and Coolie Sangha functionaries. They felt that they knew the answers to most questions raised in the Check List.

We had to clarify that a Baseline Survey was not the same as a survey *per se*. A Baseline was not done in order to quantify a problem and find out, for example, how many wives were victims of domestic violence. The purpose of this exercise was to record the number of women who were willing to come forward, state that they had a problem, and seek the support of their Mahila Meeting to solve it.

A.3.3. THE MAKING OF THE BASELINES

After these initial glitches, the process went very well. Weekly Cluster Meets became lively and extended discussions. Groups of functionaries (3 elected Representatives and 1 VHW) from each village CSU gave figures and detailed descriptions. They went back to their respective CSUs and told the Members who, in turn, corrected their impressions by adding/removing names, coming up with new problems, etc. These corrected figures were taken back to the next weekly Cluster Meets. In most villages, this process went on for 10 weeks – i.e. up and down, 10 times. In the last minute rush to finalise the Baselines, more than 1 meeting was held in the week in many Clusters and CSUs.

Cluster Meets became long and drawn out. Area Field Workers who had crammed 2 Cluster Meets on the same day (in order to themselves take a weekly day off) were forced to re-schedule. Experiences were swapped among ADATS Staff and everyone was happily busy. Member Coolie families and their functionaries deliberately toned down the socio-political rhetoric. Those who heckled the exercise and tried to make a joke of it were quickly put in place. Standard programmes, including the CCFs, DLDP, Health and Children, etc. were not touched upon.

This does not mean that all and every village CSU was uniformly enthralled by the Baseline making exercise. Some newer villages thought that ADATS had got a windfall and was searching for ways to spend it. This is what led to many claims being rejected when actually implementing the Baselines.

Instead the village CSUs concentrated on the poorest of the poor and resolved to solve their most pressing problems in this current year 2001-2002. In this way, the Baseline turned out to be a “mopping up” operation to complete the already impressive gains that the Coolie Sangha has obtained in solving Coolie problems.³ They reached out to the last and hitherto untouched Member families.

Many problems were solved during the Baseline making exercise itself:

- Husbands, for example, balked when they found their names included under the domestic violence category. They surrendered before the Mahila Meetings and swore to never again drink and make problems, so long as their names were removed from the shameful lists.
- Many haughty Gram Panchayat Members promised to henceforth report to their CSU Meetings.
- *Ryots* quickly agreed to forfeit their usuries and release bonded labourers, even before any actions were undertaken.

Petty village officials were full of curiosity mixed with an innate suspicion. They were not quite sure as to why the Coolie Sangha was undertaking such a massive exercise. It smacked of a managerial proficiency that Taluk officials could not help but admire. But it also smelt of a populist democratisation which bode ill to their unquestioned prerogative.

After a 10 week long exercise that involved 13,428 Member Coolie families (*88% of the total 15,226 Normal Member families*) from 537 village CSUs (*89% of the 605 functioning CSUs*), the Baseline Survey for the current year was finalised on 10 August 2001.

	Bagepalli	Chickballapur	Chintamani	Siddalaghata	Gudibanda	Total
Number of Village CSUs	100	111	189	84	53	537
Member families who participated	2,855	2,210	4,634	2,179	1,550	13,428

This Progress Report, however, will comment only on 484 village CSUs and 11,878 Member families from the 4 Taluks of this 3rd Consortium Programme.

A.3.4. COLLATING THEIR ANSWERS

Their answers were converted to village-wise tables. These tables included detailed listing of actual Member families who faced particular problems (referred to as “line items” of the Baseline). This made it possible to extract Beneficiary Lists of those wanting flat roof houses, electricity, old aged pensions, etc.

³ Only 793 children from 13,428 families (6%) are not in school. If this implies that the remaining 94% are in school, it is a total and vindictive reversal of a situation that existed 23 years back.

An example from a village in Bagepalli Taluk:

ISSUES PERTAINING TO COOLIE PROPERTIES – 033 Devareddipalli CSU

11. Need Flat Roof Houses	1	061 Chikka Narasimhappa
12. Need Electricity	7	008 Dhobi Chowdappa; 025 Ramakka; 032 Narayanamma; 053 A. Venkatarayappa; 056 C. Narayanappa; 061 Chikka Narasimhappa; 066 C. Krishnappa
13. Landless Families	1	058 Nese Chowdamma
14. Tilling Without Title Deeds	6	008 - 1 acre; 033 - 1.5 acres; 042 - 1 acre; 061 - 1 acre; 066 - 2.5 acres; 071 - 1 acre;
15. Need Title Deeds In Their Names	7	005 - 1 acre; 016 - 2 acres; 033 - 8 acres; 053 -1 acre; 061 - 2 acres; 063 - 1 acre; ?? - 2 acres
16. Data Error In VPACK	1	053 A. Venkatarayappa
18. Mortgaged Lands	4	016 -1 acres 025 -1 acres; 053 -1.5 acres; 066 -2 acres

These lists were printed out and given to the MLAs and Taluk Panchayat *Adhyakshs* (sanctioning authorities) and to government offices.

- The Chickballapur MLA went through the printed Baseline Survey booklets and placed her seal and signature on all of the pages, granting quasi official status to the bottom-up prepared lists.
- The Chintamani MLA said he would like to meet with the Field Workers and monitor the Baseline implementation every Sunday morning, for the next year. 8 line items of the Baseline were identified for tackling with his assistance.

123 Clusters (groups of 4-6 village CSUs) were taken as units for implementing and monitoring the Baselines.⁴

Village-wise tables were then collated into Cluster-wise lists, without beneficiary details. These were in turn again collated for each Area Field Worker's group of 5-6 Clusters. Each of the 21 Area Field Worker's task for the coming year became specific and measurable. These were translated into Kannada script-Telugu language, printed and distributed to all 537 participating villages.

Taluk-wise and overall resumes were prepared. The overall resume for 4 Taluks is as follows:

ISSUES PERTAINING TO COOLIE FAMILIES (collated for 4 Consortium Taluks)

Code & Problem		Bagepalli	Chickballapur	Chintamani	Siddalaghatta	Total
01	Families Without 2 Meals a Day	286	400	591	79	1,356
02	Bonded Labourers	24	24	28	19	95
03	Forced Summer Migration	148	33	219	164	564
04	Not Taken Single CCF Loan	742	499	1,028	706	2,975
05	Paying Less Sangha Tax	41	23	41	73	178
06	Pending Court Cases	11	-	-	-	11

⁴ Cluster Meets are held on fixed days every week and the regularity of these meetings is about 70% - i.e. about 35 weekly Cluster Meets are conducted every year. Each Cluster has an elected Cluster Secretary, a Women's Committee Member. 12-18 CSU Representatives and 4-6 Village Health Workers constitute the quorum. Cluster Meets are points of working contact between ADATS Staff and elected Coolie Sangha functionaries.

ISSUES PERTAINING TO COOLIE PROPERTIES (collated for 4 Consortium Taluks)

Code & Problem		Bagepalli	Chickballapur	Chintamani	Siddalaghatta	Total
11	Need Flat Roof Houses	554	440	689	326	2,009
12	Need Electrification	726	218	828	354	2,126
13	Landless Families	176	202	383	88	849
14	Tilling Without Title Deeds	538	288	555	284	1,665
15	Need Title Deeds In Their Names	874	157	104	291	1,426
16	Data Error In VPACK	1,358	-	-	-	1,358
17	Lands Left Barren	88	74	448	124	734
18	Mortgaged Lands	173	169	323	74	739

ISSUES PERTAINING TO COOLIE CHILDREN (collated for 4 Consortium Taluks)

Code & Problem		Bagepalli	Chickballapur	Chintamani	Siddalaghatta	Total
21	Children Not In School	105	51	503	90	749
22	Children Going To School Hungry	656	128	218	16	1,018
23	Children Without Clothes	856	1,074	699	418	3,047
24	Girls Stopped After Std. VII	81	153	209	124	567
25	Muslim Girls In <i>Madrasa</i> (not in school)	3	7	5	11	26
26	Finished School – Need Jobs	220	365	289	240	1,114
27	Want To Go To College	21	9	45	-	75
28	Orphan Children	41	40	24	2	107

ISSUES PERTAINING TO COOLIE WOMEN (collated for 4 Consortium Taluks)

Code & Problem		Bagepalli	Chickballapur	Chintamani	Siddalaghatta	Total
31	Want Membership in Their Names	248	117	139	89	593
32	Domestic Violence	22	14	55	7	98
33	Need Women's Fund Benefits	131	70	334	56	591
34	Single Women in Difficulties	3	3	58	-	64
35	Forced Marriages in the Offing	-	-	1	-	1
36	Possible Widow Re-marriages	-	-	1	-	1

ISSUES PERTAINING TO BENEFITS & SERVICES (collated for 4 Consortium Taluks)

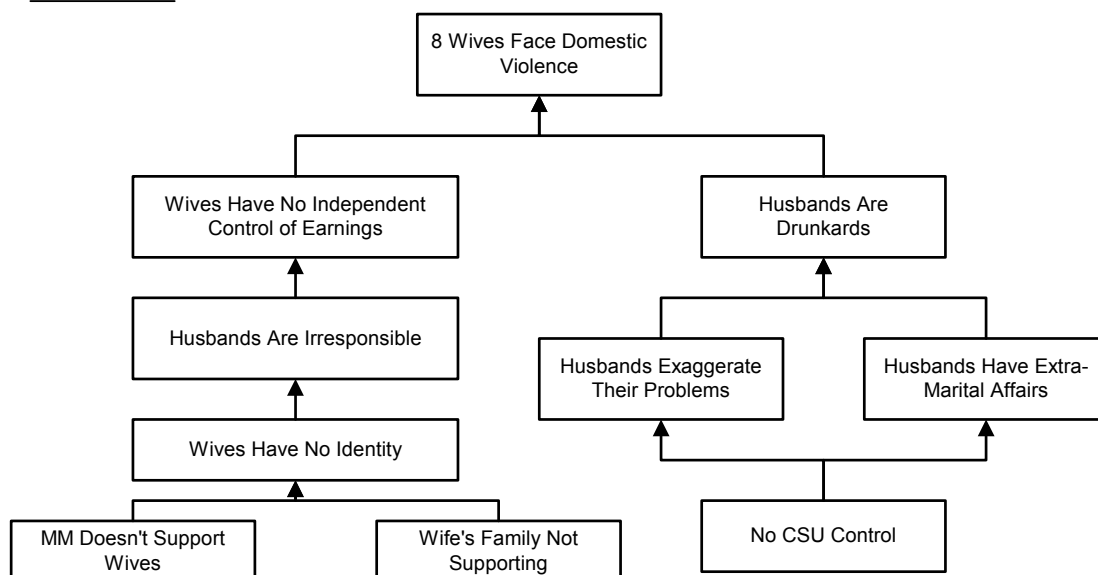
Code & Problem		Bagepalli	Chickballapur	Chintamani	Siddalaghatta	Total
41	GP Members Who Don't Report	37	9	30	9	85
42	CSU Applications Refused by GP	11	8	108	20	147
43	Need Ration Cards	399	182	542	254	1,377
44	Old People Not Getting Pension	261	264	639	212	1,376
45	Old People Wanting CSU Help	70	29	53	41	193
46	Need Bus Route	20	8	42	18	88
47	Need Milk Collection Society	36	8	76	35	155
48	Need Anganwadi	29	10	47	21	107
49	Need Primary School	15	3	24	17	59

A.3.5. ACTION PLANS

The next step was to enhance the skills of Cluster functionaries to deal with particular problems (line items of the Baseline). Cluster Secretaries and Women's Committee Members were trained to make Cluster specific Problem Trees & Objective Trees. Understanding problems implied a certain ideology, particular mindset, and a definite bias towards a particular caste, class and sex.

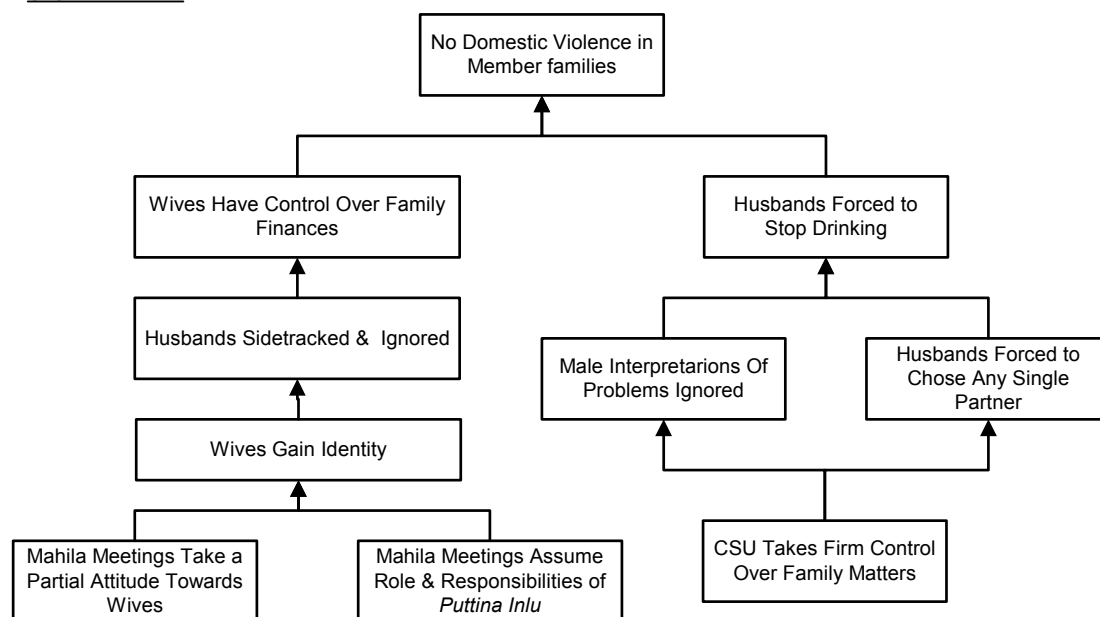
An example:

PROBLEM TREE



Reversing this Problem Tree, they made the Objective Tree. This is where politics and ideology came into play.

- A liberal mindset would have reversed “*Husbands Are Drunkards*” into a bland and unrealistic “*Husbands Stop Drinking*”. But inherent feminism made Coolie women say “*Husband Forced to Stop Drinking*”.
- So too with “*Husbands Have Extra Marital Affairs*”. Most Mahila Meetings reversed this as “*Husbands Forced to Choose Any Single Partner*” which portrayed the confidence in being able to live without unfaithful partners.

OBJECTIVE TREE

Each Cluster made detailed Problem Trees & Objective Trees in order to properly understand line items in their Baseline Survey. Some were as refined, thought-through and determined as in the example shown above. Some were cruder and betrayed less analytical capacity. But on the whole they complemented each other with shared learning.

A.3.6. PRIORITISATION

Serious prioritisation had to be done by the Clusters. Children had to be admitted/re-admitted in school before the close of admissions in July.⁵ This could not wait even for the proper completion of the Baseline Survey and its final adoption by the Taluk Coolie Sangha Meetings. Similarly they decided that it was unacceptable, in this day and age, that children went to school hungry. So too with wife beating, domestic violence, and forced/unjust marriages in the offing. These were problems that had to be tackled immediately.

Others like obtaining title deeds for their lands, getting bus routes sanctioned, etc. could wait. Stopping forced summer migration, giving out Women's Fund benefits and CCF loans, etc. could be put off even longer.

A.3.7. IMPLEMENTATION

They then evolved specific Action Plans to tackle various needs and problems. They made time schedules and assigned jobs and responsibilities to various functionaries. Many problems could be solved through an effective usage of functional unity obtained in the village CSUs. Action Plans for line items involving government procedures were more elaborate and involved far longer time schedules.

It was made clear that, just as in the making of the Baseline Surveys, the 21 Area Field Workers would play only an advisory and support role – i.e. they would not themselves get directly involved in the implementation of Action Plans.

When Cluster Secretaries and Women's Committee Members visited government offices to liaise and solve problems like Old Aged Pensions or *Kathe* change or whatever, they got exposed to many other schemes and anti-poverty provisions. Knowledge became a vital weapon to counter the influence of village touts and office agents.

⁵ Seeing the determination with which the Coolie Sangha was proceeding, the district authorities extended the deadline to end August!

- Cluster Secretaries and Area Field Workers had a serious tiff with the Chintamani MLA's village touts (their electoral allies in local body elections) who were very upset that villagers had started approaching "their" leader by themselves – i.e. bypassing their services.

Officials were forced to interact with actual petitioners. Artificial barriers and procedural hurdles automatically broke down.

- The Chickballapur Tahsildar requested our Field Workers to please share with him the draft Baseline even before it was ready. He said that he would like to see the final version translated into Kannada-Telugu and distributed to all his Revenue officials.

A whole lot of others pitched in to help implement the Baselines.

- 3 government Hostel Wardens agreed to take Coolie children under their care and provide food, accommodation and supervised studies even though they could not put these children on the official muster roll of the hostels. They also offered to help enter these children's names in next year's muster roll.
- In about 10 villages, neutral *Ryots* running Fair Price Depots said they would provide rations for hungry families who didn't have 2 square meals a day every month for the next 4 months.
- A city contractor from Chintamani took 25 children who had completed school to Bangalore and appointed them in various supervisory positions for public contracts he had going.

Here is a moving experience we have had – a clear case of problems solving themselves when clearly identified:

- ADATS undertook the responsibility to find clothes for 3,039 children who didn't have any. Our original plan was to visit factories in Bangalore and scrounge for "export rejects" at throw away prices. Most factories threw in thousands of Rupees worth of good garments as their contribution to the Baseline. A mill owner supplied all the cloth for stitching skirts, free of cost. On hearing about our scrounge, some Churches in Bangalore said they would set aside Sunday collections for the purpose. Not to be outdone, housewives collected from neighbours and sent us carloads of clothes.

In order to find jobs for Coolie children who had completed their schooling, ADATS had to develop relations with city based NGOs that offered skill training and placement services.

A.3.8. REPORTING IN THE TALUK COOLIE SANGHA MEETINGS

The style and functioning of monthly Taluk Coolie Sangha Meetings changed in all 5 Taluks. Ponderous debates gave way to sharp and crisp reports by Cluster Secretaries on activity processes and results achieved on each line item of their Baselines. CSU Representatives listened attentively to ensure that their Cluster Secretaries didn't exaggerate/miss out any point, and to supplement/clarify when necessary. Report reading was often interrupted with other functionaries wanting more details on how a particular issue was tackled.

In this manner, a system of whetting the reports with a stamp of approval by CSU Representatives was evolved.

After all the Reports were read and whetted, 21 Area Field Workers collated their respective Cluster Reports to compile their own reports. These were presented at the Monday morning Situation Meetings at Bagepalli.

A.3.9. MONITORING RESULTS

Along with our Management Consultant, Ajit Mani, we tried to develop a sophisticated monitoring mechanism. We wanted to do time scheduling and break down each Action Plan into a PERT chart. After some attempts, however, we gave up. We settled for a crude but equally effective system of monthly monitoring which made sense to all the secondary stakeholders – ADATS Staff and Coolie Sangha functionaries.

The sheer volume of massive and systematic work done by the various CSU Meetings and Mahila Meetings is enough to make one breathless. We give below the entire table with problem, quantity, action taken and results obtained, collated for the 4 Consortium Taluks. Each line item involved literally hundreds of different action plans evolved for village specific activity processes. Each action plan entailed different activity processes. Moreover, ADATS Staff and Coolie Sangha functionaries have themselves worked out what constitutes Result.

ISSUES PERTAINING TO COOLIE FAMILIES (collated for 4 Consortium Taluks)

Code & Problem	Qty	Month	Action Taken	Results	
01. Families without 2 Meals a day	1,539	Sept	174 Collected grain in CSUs; 167 given Sangha Fund assistance; 95 working in Drought relief work; 135 manage own their own; 17 Brick factory; 15 Desilting work; 5 BPL cards; 2 seeds factory; 6 Decided to give Sangha Fund assistance; 95 work in Forest dept; 57 sand lorry; 66 road construction; 29 nursery work; 28 telephone trenching; 10 flower factory; 6 as guards; 96 GP works; ; 7 Balakendra construction work; 285 Rejected; 200 under discussion; 44 no action	869	56%
02. Bonded labourers	95	Sept	18 released; 1 released and given time to repay; 1 Applied for SC/ST loan; 4 not bonded labour; 45 rejected; 21 under discussion; 4 no action; 1 rejected.	19	20%
03. Forced Summer Migration	564	Sept	2 works in Bricks factory; 9 telephone trenching; 1 silk rearing; 15 rejected; 160 choice migration; 32 under discussion.	65	12%
04. Not Taken Single CCF Loan	2,919	Sept	1896 waiting for decrease in CCF OD; 21 pending; 32 can give later; 13 decided to delay release; 141 Decided to delay release (new CSUs); 34 waiting for more a/c balance; 40 under discussion; 742 No action	0	0%
05. Paying Less Sangha Tax	178	Sept	63 agreed ; 4 CSU failed to convince; 70 under discussion; 41 No action	63	35%
06. Pending Court Cases	11	Sept	1 solved; 1 compromise secured; 2 in court-final hearing; 2 cases pending in court; 1 transferred to court by police; 3 to submit necessary documents; 1 under discussion	2	18%

ISSUES PERTAINING TO COOLIE PROPERTIES (collated for 4 Consortium Taluks)

Code & Problem	Qty	Month	Action Taken	Results	
11. Need Flat Roof Houses	2,013	Sept	5 built house; 4 house repaired; 3 received final bill; 8 received second bill; 114 received first bill; 7 laying foundation; 60 sanctioned; 223 opened account; 808 applied; 37 rejected; 38 pending; 6 lapsed ; 647 under discussion; 53 No action.	193	10%
12. Need Electricity	2,157	Sept	7 obtained; 3 under wiring; 233 connections sanctioned; 957 applied; 120 rejected by CSU; 127 pending; 20 discussing means to retrieve cancelled connection; 2 CSU approached KEB(?); 524 under discussion;	243	11%

			166 no action.		
13. Landless Families	849	Sept	12 obtained land; 41 applications submitted; 15 ploughed forest land; 38 decided to clear during DLDP; 493 rejected (no land available); 74 under discussion; 176 no action taken	27	3%
14. Tilling Without Title Deeds	1,677	Sept	76 got title deeds; 59 Saguvali chiti received; 3 kimmat paid; 51 to pay kimmat; 144 acknowledgements received; 72 lands surveyed; 55 to be surveyed by village accountant; 658 applications submitted; 67 applications rejected (forest land); 13 rejected by revenue department (late application); 408 under discussion; 71 no action taken	192	11%
15. Title Deeds Not In Their Names	1,433	Sept	41 got khata; 6 obtained pani; 142 applications submitted to village accountant; 10 applications submitted for vibhaga patti; 24 schedules written; 1 unsettled dispute; 51 rejected; 545 under discussion; 613 no action taken	41	3%
16. Data Error in VPACK	1,213	Sept	44 surveyed lands not updated; 23 no action taken; 1146 action plan finalised for October	0	0%
17. Lands Left Barren	731	Sept	5 ploughed by themselves; 236 lands ploughed by CSU; 8 decided to plough; 2 minor disputes in final stage; 5 rejected (decided on non farm ventures); 5 rejected (unsettled disputes); 6 rejected (too late to plough); 155 rejected by CSU; 10 under discussion (under dispute); 101 under discussion; 198 no action taken	241	33%
18. Mortgaged Lands	745	Sept	65 lands released; 16 discussed with Ryots and will pay; 47 decided to give from CCF; 64 rejected (amounts too large); 9 incorrect survey; 105 rejected by CSU; 2 pending (alcoholics); 340 under discussion; 97 no action taken	65	9%

ISSUES PERTAINING TO COOLIE CHILDREN (collated for 4 Consortium Taluks)

Code & Problem	Qty	Month	Action Taken	Results	
21. Children Not In School	786	Sept	346 readmitted; 37 attending NFE; 247 over aged; 12 not willing to go; 6 cannot convince parents; 21 rejected; 1 prolonged illness; 3 tailoring trainees; 31 incorrect survey; 56 under discussion; 26 no action taken	383	49%
22. Children Going To School Hungry	1,018	Sept	267 got grain collected in CSUs; 170 given Sangha Fund assistance; 52 admitted in hostel; 247 can manage on their own; 60 decided to give from Sangha Funds; 2 rejected by CSU; 216 under discussion; 4 no action taken	459	45%
23. Children Without Clothes	3,039	Sept	2183 clothes distributed from ADATS; 76 received from Children's Programme; 780 under discussion	2259	74%

24. Girls Stopped After Std. VII	567	Sept	193 readmitted; 4 attending NFE; 115 over aged; 12 cannot convince parents; 2 rejected (prolonged illness); 20 rejected by MM(no school near by); 6 rejected (married); 42 incorrect survey; 45 tailoring trainees; 128 under discussion	242	43%
25. Muslim Girls in Madrasa (not in school)	21	Sept	17 readmitted in govt school; 2 rejected (incorrect survey); 2 under discussion	17	81%
26. Finished School - Need Jobs	1,114	Sept	31 got work in garment factory; 3 got work in villages; 2 placed in carpentry; 9 got work as tractor drivers; 11 got work in Karnataka Electricity Board; 18 working as tailors; 12 tailoring trainees; 8 got work as Jeevika teachers; 8 got work in mini water supply; 1 got work as watchman; 1 got work in hospital; 2 got work as cleaners; 2 got work as barbers; 4 got nursery work; 1 got work as bus conductor; 1 got work as peon in bank; 4 got work in dairy; 12 got work in silk industry; 6 have petty business; 4 motor winding trainees; 10 trainee drivers; 3 admitted in job oriented course; 114 rejected (already employed); 4 rejected (in college); 27 undergone counselling; 65 await counselling; 4 under discussion got driving license; 531 under discussion; 216 no action taken	138	12%
27. Want To Go To College	73	Sept	29 attending college; 14 rejected; 21 under discussion; 9 no action taken	29	40%
28. Orphan Children	107	Sept	16 got grain collected in CSUs; 7 given Sangha Fund assistance; 13 admitted in hostel; 2 entrusted to CSU members & Sangha Fund assistance given; 7 entrusted to Cluster Secretaries and VLWs; 2 entrusted to relatives; 12 CSU/MM taken responsibility; 45 rejected; 1 under discussion; 2 no action taken	59	55%

ISSUES PERTAINING TO COOLIE WOMEN (collated for 4 Consortium Taluks)

Code & Problem	Qty	Month	Action Taken	Results	
31. Want Membership In Their Names	658	Sept	156 updated; 307 agreed to but not updated; 41 rejected; 154 under discussion	156	24%
32. Domestic Violence	98	Sept	77 under CSU/Mahila Meeting control; 13 under discussion; 8 no action taken (husbands not in village)	77	79%
33. Need Women's Fund Benefits	630	Sept	9 rejected (over aged); 14 rejected; 139 waiting for WF overdue to reduce; 11 new CSU members; 236 discussing business plan; 70 under discussion; 151 no action taken	0	0%
34. Single Women in Dire Straits	104	Sept	1 approved; 5 Sangha Fund Assistance agreed to by Mahila Meeting; 1 application filed under special scheme; 3 applications submitted; 23 under discussion; 71 no action taken	1	1%
35. Forced Marriages in the Offing	1	Sept	1 no action taken	0	0%
36. Possible Widow Re-marriages	1	Sept	1 re-married	1	100%

ISSUES PERTAINING TO BENEFITS & SERVICES (collated for 4 Consortium Taluks)

Code & Problem	Qty	Month	Action Taken	Results	
41. GP Members Who Don't Report	82	Sept	4 reporting; 66 agreed to report; 6 with opposition; 4 refused in spite of CSU pressure; 1 CSU/MM decided to cancel membership; 1 under discussion	38	46%
42. CSU Applications Refused by GP	135	Sept	24 sanctioned; 49 agreed to sanction; 40 rejected; 10 under discussion; 12 no action taken	32	24%
43. Need Ration Cards	1,386	Sept	260 obtained; 46 Anthyodaya obtained; 22 BPL list sanctioned; 771 applications submitted; 46 readying doctor certificates/photos; 65 rejected; 170 under discussion; 6 no action taken	328	24%
44. Old People Not Getting Pension	1,474	Sept	3 receiving payments; 66 sanctioned; 749 applications submitted; 243 readying doctor certificates/photos; 169 rejected by CSU/MM; 187 under discussion; 57 no action taken	69	5%
45. Old People Wanting CSU Help	197	Sept	18 got grain collected in CSUs; 4 got BPL cards; 9 given Sangha Fund assistance; 5 got work in Ryot's land; 5 work in agarbathi factory; 1 passed in MM but not collected; 27 MM rejected; 13 decided to give Sangha Fund assistance; 11 under discussion; 104 no action taken	41	21%
46. Need Bus Route	88	Sept	2 sanctioned; 2 surveyed by Depot Manager (DM); 1 agreed to by Karnataka State Road Transport Corp. DM; 12 applications submitted; 25 rejected; 46 no action taken	3	3%
47. Need Milk Collection Society	155	Sept	1 obtained; 6 sanctioned; 1 survey done by Karnataka Milk Federation; 28 applications submitted; 50 rejected; 6 under discussion; 63 no action taken	7	5%
48. Need Anganwadi	107	Sept	10 sanctioned; 32 applications submitted; 6 applications submitted with MLA's support; 16 rejected; 1 under discussion; 42 no action taken	10	9%
49. Need Primary School	59	Sept	3 opened; 6 sanctioned; 1 surveyed by Block Education Officer; 16 applications submitted; 3 application submitted with MLA's support; 12 rejected; 18 no action taken	9	15%
50. Need Water Supply	5	Sept	3 obtained water; 2 sanctioned	3	60%

With only 2 months gone, it is far too early to draw any conclusions on Efficiency. But some comments can already be made with regard to performance.

- Mopping up operations are inherently more difficult than mainstream ones since they need additional effort to find out why particular individuals slipped through in the first place.
- Progress is bound to be slow in certain line items like, for example, housing and electrification, where we are totally dependent on mobilising highly competitive government resources.

Nevertheless the message is clear. Everyone has to chase definite Results and not be satisfied with the thrill and excitement inherent in activity processes.

In March 2002 Cluster Reviews will be conducted to assess the Outcome of these Outputs (Effectiveness), and also in order to draw wider learning. Immediately after that, we will make the next Baseline Survey for 2002-2003.

A.3.10. EFFECTS

The Baseline Survey exercise is a new instrument at ADATS and the Coolie Sangha, hardly 3-4 months old. Already, the exercise has had a whole lot of positive spin offs:

- It has made us concentrate on the last Member family and stop looking at the entire mass of people as it were.
- It has given all the CSU Meetings, Mahila Meetings and Cluster Meets something solid to sink their teeth into.
- It has increased facilitation skills in the Area Field Workers, Mahila Trainers and elected Cluster functionaries.
This is most evident in the quick response time to problems faced by ordinary Member Coolie families.
- The Area Field Worker came to know about 11 collapsed houses in one of his villages only after the CSU Representatives, along with their Cluster Secretary, had filed a complaint with the Police Station, met the Tahsildar and obtained emergency relief.
- Immediately after incessant rains stopped, all the CSU Members descended on a patch of land to clear huge boulders and ready for 2 landless families. They did not consider this as a perfunctory part of our standard summer activity, the DLDP. In their reckoning, clearing land for the landless was a line item of their baseline and soon after rains, when the ground was soft and pliable, was the best time to get the job done.
- It has taken away a complacency that inevitably creeps into the Cadre of socio-politically powerful organisations, distancing them from ordinary people.
At the same time, *ad hoc* responses and the hopscotch tackling of various petitions and individual appeals has stopped.
- Based on actual field reactions over the past 3-4 months, we see that the Baseline Survey exercise has paved the way for a steady rise in serious membership.

In a word, the past few months has done much to replace rhetoric with concrete action.

A.4. Sangha Funds

Overall Sangha Funds grew marginally from Rs 28.35 million on 31 March 2001 to Rs 28.88 million on 30 September 2001. This was because huge amounts were spent by the CSUs to meet child scholarship, referral health and other costs which should normally have been met by this 3rd Consortium Programme.

Overall Sangha Funds (as on 30 September 2001)

	31 March 2001		30 September 2001	
Village Fixed Deposits	23,840,831		23,840,831	
Village SB Accounts	3,542,877		4,344,458	
Taluk Main Fixed Deposits	448,614		448,614	
Taluk Main SB Accounts	518,730	28,351,052	245,541	28,879,444

A.5. Sangha Tax

Sangha Tax paid in all 4 Taluks (as on 30 September 2001)

INCOME DECLARED	1994	1995	1996	1997	1998	1999	2000
Number of Families who Declared their Income	2,877	4,603	5,351	5,905	10,881	11,702	14,583
<i>Increase/Decrease over previous year</i>	100%	160%	116%	110%	184%	108%	125%
Total Income Declared	12,370,011	18,471,088	23,336,726	20,905,017	33,451,923	31,652,535	44,886,103
<i>Increase/Decrease over previous year</i>	100%	149%	126%	90%	160%	95%	142%
Average Income Declared	Rs 4,300	Rs 4,013	Rs 4,361	Rs 3,540	Rs 3,074	Rs 2,705	Rs 3,078
<i>Increase/Decrease over previous year</i>	100%	93%	109%	81%	87%	88%	114%
TAX PAID	1995	1996	1997	1998	1999	2000	2001
Number of Families who paid Sangha Tax	2,308	4,344	4,755	4,745	8,819	10,059	12,225
<i>Increase/Decrease over previous year</i>	100%	188%	109%	100%	186%	114%	122%
<i>Declared/Paid (Compliance Rate)</i>	80%	94%	89%	80%	81%	86%	84%
Total Sangha Tax paid	510,680	1,008,467	1,159,404	840,473	1,980,283	1,532,038	1,840,620
<i>Increase/Decrease over previous year</i>	100%	197%	115%	72%	236%	77%	120%
Average Sangha Tax paid	Rs 221	Rs 232	Rs 244	Rs 177	Rs 225	Rs 152	Rs 151
<i>Increase/Decrease over previous year</i>	100%	105%	105%	73%	127%	68%	99%
Actual Tax Paid / Income	5.15%	5.79%	5.59%	5.00%	7.31%	5.63%	4.89%
<i>Supposed to Pay as per BCS Decision</i>	6%	6%	8%	8%	10%	6%	6%

Overall, Sangha Tax has mobilized massive revenue during difficult times. A total of Rs 8,871,965 was collected to spend on transaction costs of the CSUs and also to support activities like community and referral health since we were not able to grant out decentralized health budgets due to our cash crunch.

B. POLITICAL PRESENCE OF COOLIE SANGHA ESTABLISHED

The measure of socio-political presence is definitely the amount of benefits and services that can be tapped from local bodies – Gram Panchayats and Taluk Panchayats. As many as 9 line items in the Baselines pertain to this:

- 2,013 families want flat roof houses.
5 built house; 4 house repaired; 3 received final bill; 8 received second bill; 114 received first bill; 7 laying foundation; 60 sanctioned; 223 opened account; 808 applied; 37 rejected; 38 pending; 6 lapsed ; 647 under discussion; 53 No action.
Result = 10%
- 2,157 families want their houses to be electrified under the Bhagyajothi scheme of the government.
7 obtained; 3 under wiring; 233 connections sanctioned; 957 applied; 120 rejected by CSUs; 20 discussing ways to rectify disconnections; 2 CSU approached authorities; 524 under discussion; 127 pending; 166 no action.
Result = 11%
- 1,386 families want Ration Cards.
260 obtained; 46 Anthyodaya obtained; 22 included in BPL lists; 771 applications submitted; 46 readying doctor certificates and photos; 65 rejected by CSUs; 170 under dis-

cussion; 6 no action taken
Result = 24%

- 1,474 elderly Coolies do not get pensions.
3 receiving pension; 66 sanctioned; 749 applications submitted; 243 readying doctor certificates and photos; 169 claims rejected by CSUs; 187 under discussion; 57 no action taken
Result = 5%
- 88 villages want bus routes.
2 sanctioned; 2 surveyed by authorities; 1 agreed to; 12 applications submitted; 25 rejected; 46 no action taken
Result = 3%
- 155 villages want Milk Collection Societies.
1 new Society started; 6 sanctioned; 1 surveyed by authorities; 28 applications submitted; 50 rejected; 6 under discussion; 63 no action taken
Result = 5%
- 107 villages want Anganwadis (Under 5 Creches for children).
10 sanctioned; 32 applications submitted; 6 applications submitted with MLA's support; 16 rejected; 1 under discussion; 42 no action taken
Result = 9%
- 59 villages want Primary Schools.
3 new schools opened; 6 sanctioned; 1 surveyed by Block Education Officer; 16 applications submitted; 3 application submitted with MLA's support; 12 claims rejected; 18 no action taken
Result = 15%
- 5 villages want a water supply system
3 works were sanctioned, completed, and they now have water; 2 works have just been sanctioned.
Result = 60%

These 2 issues relate directly to the Coolie Sangha's relationship with the Panchayat Raj:

- 82 Gram Panchayat Members who won with Coolie Sangha support do not report to the CSUs.
4 reporting; 66 agreed to report; 6 with opposition; 4 refused in spite of CSU pressure; 1 CSU/MM decided to cancel membership; 1 under discussion
Result = 46%
- 135 applications submitted by the CSUs have been rejected.
24 sanctioned; 49 agreed to sanction; 40 rejected; 10 under discussion; 12 no action taken
Result = 24%

C. COOLIE WOMEN STRENGTHENED

C.1. Mahila Meetings

The frequency of Mahila Meetings increased dramatically to an average of 2 every week. Coolie women contributed as much as men to the making of the Baselines. They had a horde of definite issues to tackle and problems to solve.

C.2. Women's Issues

The following problems identified by Coolie women in their Baselines were tackled in August 2001 (read out and whetted in their respective Taluk Coolie Sangha Meetings in September 2001):

- 658 Coolie women said that they were the actual managers of their families and wanted CSU Membership in their names.
156 changes were made to the register of the Coolie Sangha; 307 changes have been discussed and agreed to; 154 are under discussion; 41 claims were rejected when the Mahila Meetings found that their husbands were prodding them, thinking that women membership would lead to greater benefits.
Result = 24%
- 98 cases of domestic violence were identified in the 4 Taluks of the Consortium Programme.
77 problems have been (temporarily) solved by the Mahila Meetings; 13 cases are under discussion; no action is taken on 8 cases since the husbands are not in the villages.
Result = 79%
- 630 women asked for Women's Fund benefits.
236 cases are being worked on by their Mahila Meetings who are making detailed business plans; 70 more are under perfunctory discussions;
9 were rejected since they were too old to fit into the project category; 14 were rejected for various other reasons; 11 are new CSU Members and cannot be given serious benefits until they prove their loyalty to the Coolie Sangha; no action has been taken on 71 applicants.
Result = 0%
- 104 women claimed they were in dire straits.
1 was given Sangha Fund assistance; the Mahila Meetings have agreed to give 5 more; 4 applications have been submitted under various government schemes; 23 are under discussion; no action has been taken on 71 cases.
Result = 1%
- There was 1 case of a forced marriage in the immediate offing.
Unfortunately, no action has been taken.
Result = 0%
- There was the possibility for 1 widow to get remarried.
Her Mahila Meeting took the initiative, found a suitable partner and got them married.
Result = 100%

C.3. The Women's Funds

C.3.1. PRESENT STATUS

Over the past 3 years, 659 Coolie women have been given Women's Fund assistance worth Rs 9.26 million in 4 Taluks.

Consolidated WF Figures

	Chickballapur	Chintamani	Siddalaghatta	Bagepalli	Total
Duration	36 months	30 months	30 months	12 months	
WF Beneficiaries	230	177	131	121	659
WF Grants	1,303,531	791,061	522,250	522,940	3,139,782
WF Loans	2,119,629	1,669,240	1,212,850	1,118,460	6,120,179
Total Assistance	3,423,160	2,460,301	1,735,100	1,641,400	9,259,961
	37%	27%	19%	18%	100%

At Chickballapur Taluk, where the activity is the oldest, rotation of capital stands at 124%. Overall the grant from Save the Children, New Zealand has been rotated more than once.

	Chickballapur	Chintamani	Siddalaghatta	Bagepalli	Total
SCNZ Grants	2,768,393	2,306,553	1,708,778	2,428,750	9,212,474
Total Assistance	3,423,160	2,460,301	1,735,100	1,641,400	9,259,961
Rotation	124%	107%	102%	68%	101%

C.3.2. BENEFICIARY PROFILE

- The average WF Beneficiary is 34 years old.
- Having been deserted early in her marriage, she has less than 1 dependent under-15 year old child.
- She has 1.4 dependent adults living in her home – i.e. herself plus an aged mother and/or sister who have offered to live with her and provide moral/physical security.
- The average Coolie woman assisted with Women's Fund benefits owns just 1.4 acres of rainfed dry land.
- The caste composition of assisted women follows the same pattern as general Coolie Sangha membership.
63% of the WF Beneficiaries belong to lower castes, 17% to middle castes and 19% to upper castes.

C.3.3. WF GRANT UTILISATION

- A study of Grants given under the Women's Fund shows that General Subsidy, House Repair and Cattle Sheds have been the most popular purposes for which the Mahila Meetings gave assistance.
- These 3 purposes alone account for 95% of the number of grants and 94% of the amounts given out.

Consolidated WF Grant Utilisation Patters (as on 31 May 2001)

	Chickballapur		Chintamani		Siddalaghatta		Bagepalli		Total			
	Num-ber	Amount	Num-ber	Amount	Num-ber	Amount	Num-ber	Amount	Num-ber	Amount		
Gen Subsidy	97	468,405	67	269,150	100	358,550	54	217,700	318	49%	1,313,805	42%
Sheep			1	3,600	1	4,200	3	18,900	5	1%	26,700	1%
Business			1	6,000					1		6,000	
House Repair	67	449,176	27	145,900	18	110,800	10	56,700	122	19%	762,576	24%
Cattle Shed	53	344,590	64	287,010	10	36,600	52	217,740	179	27%	885,940	28%
Petty Shop			1	6,400			1	8,000	2		14,400	
Piggery			3	4,101					3		4,101	
Bonded Labour	2	15,360	1	8,500	1	8,500			4	1%	32,360	1%
Release Land	3	26,000	4	20,000					7	1%	46,000	1%
Buy House Site			5	24,500					5	1%	24,500	1%
Health			3	15,900	1	3,600	1	3,900	5	1%	23,400	1%
	222	1,303,531	177	791,061	131	522,250	121	522,940	651		3,139,782	

C.3.4. WF LOAN UTILISATION

- Sheep, Crossbred Cows and assorted Business have been the most popular purposes for which single women have borrowed WF Loans. These 3 purposes account for 94% of the loans and 95% of the amounts borrowed.

Consolidated WF Loan Utilisation Pattern

	Chickballapur		Chintamani		Siddalaghatta		Bagepalli		Total			
	Num-ber	Amount	Num-ber	Amount	Num-ber	Amount	Num-ber	Amount	Num-ber	Amount		
Sheep	80	750,002	76	680,840	66	568,100	82	722,460	304	46%	2,721,402	44%
CB Cows	112	1,069,824	77	792,850	49	508,200	31	320,100	269	41%	2,690,974	44%
Business	21	165,808	8	79,900	10	86,450	7	67,400	46	7%	399,558	7%
Sericulture	4	40,425	3	28,250	3	30,000			10	2%	98,675	2%
House Repair	2	6,500			1	4,200	1	8,500	4	1%	19,200	
Petty Shop					1	7,500			1		7,500	
Piggery	2	17,400	9	54,400	1	8,400			12	2%	80,200	1%
Buffalo	9	69,670	2	17,700					11	2%	87,370	1%
Sew Machine			2	15,300					2		15,300	
	230	2,119,629	177	1,669,240	131	1,212,850	121	1,118,460	659		6,120,179	

C.3.5. WF LOAN REPAYMENT

- 24% of the total WF Loans given out have already been repaid
- 87% of the outstanding WF Loans with women borrowers are Good – i.e. their repayment dates have not yet arrived
- 13% are Overdue

Status of WF Loans

	Chickballapur	Chintamani	Siddalaghatta	Bagepalli	Total
WF Loan Given	2,119,629	1,669,240	1,212,850	1,118,460	6,120,179
Repaid	942,860	223,276	227,583	73,720	1,467,439
<i>Percent Repaid</i>	44%	13%	19%	7%	24%
Outstanding Loans	1,176,769	1,445,964	985,267	1,044,740	4,652,740

C.3.6. SELF ASSESSMENT EXERCISE

A detailed self assessment exercise was carried out for 2 months by all the Mahila Meetings and 4 Women's Committees in August and September 2001. ADATS Staff helped them make a detailed Problem Tree & Objective Tree, and develop an Action Plan to improve performance.

Please visit our website at www.adats.com for a copy.

D. COOLIE CHILDREN HAVE SECURE FUTURE OF THEIR CHOICE**D.1. The Figures**

A total of 19,730 Coolie children are supported by the village CSUs to go to school. 59% of them are in Primary School (Class 1 to 5), 30% in Middle School (Class 6 to 8) and 12% in High School (Class 9 & 10)

The sex ratio is almost the same in all 4 Taluks, at 53% boys and 47% girls. But this figure belies the fact that there are progressively less girls in Middle and High School. The sex ratio is a perfect 50% in Primary School. It drops to 46% girls in Middle School, and still lower to 37% in High School.

Children in the Coolie Sangha (as on 30 September 2001)

	I	II	III	IV	V	VI	VII	VIII	IX	X	TOTAL	
Bagepalli	510	475	497	427	459	448	420	313	268	181	3,998	
Boys	263	237	264	207	240	228	235	168	177	123	2,142	54%
Girls	247	238	233	220	219	220	185	145	91	58	1,856	46%
Chickballapur	383	371	344	390	384	353	306	345	226	143	3,245	
Boys	182	180	182	186	198	159	168	181	146	94	1,676	52%
Girls	201	191	162	204	186	194	138	164	80	49	1,569	48%
Chintamani	1,025	943	890	971	1,100	1,061	868	725	615	448	8,646	
Boys	574	475	403	493	556	563	471	390	380	278	4,583	53%
Girls	451	468	487	478	544	498	397	335	235	170	4,063	47%
Siddalaghatta	526	481	431	476	491	397	325	305	207	202	3,841	
Boys	268	227	200	249	257	209	189	184	121	128	2,032	53%
Girls	258	254	231	227	234	188	136	121	86	74	1,809	47%
4 Taluk Total	2,444	2,270	2,162	2,264	2,434	2,259	1,919	1,688	1,316	974	19,730	
Boys	1,287	1,119	1,049	1,135	1,251	1,159	1,063	923	824	623	10,433	53%
Girls	1,157	1,151	1,113	1,129	1,183	1,100	856	765	492	351	9,297	47%

D.2. Analysis of Child Education Data

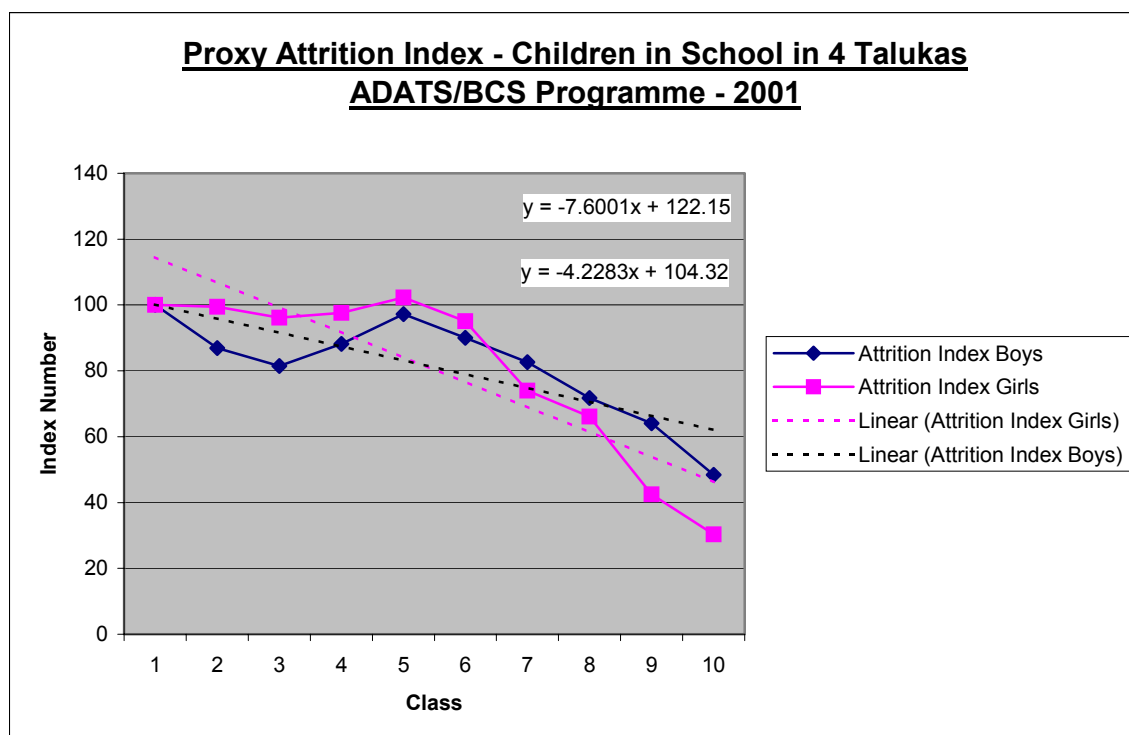
Analysis of the data in the table above shows that in addition to lower enrolment rates of girls when compared with boys, the dropout rates for girls is much higher after Std. VI. In the table

below, the number of boys and girls in classes from I to X at present are used as a proxy for the dropout trend. Taking the number of children in Class I as the base against which comparisons of children in higher classes are made, gives us an Attrition Index:

CLASS	TOTAL		% Girls	Attrition Index	
	Boys	Girls		Boys	Girls
I	1287	1157	47.34%	100	100
II	1119	1151	50.70%	87	99
III	1049	1113	51.48%	82	96
IV	1135	1129	49.87%	88	98
V	1251	1183	48.60%	97	102
VI	1159	1100	48.69%	90	95
VII	1063	856	44.61%	83	74
VIII	923	765	45.32%	72	66
IX	824	492	37.39%	64	43
X	623	351	36.04%	48	30
TOTAL=>	10433	9297	47.12%		

It can be seen that of 100 boys enrolling in Standard I, it is estimated that 48 may reach the X Standard, while of 100 girls enrolling in Standard I, only 30 may reach the X Standard.

The graph of the Attrition Index is presented below:



Fitting straight line trends to the above curves show that the Attrition Index of Girls is much steeper (Slope = -7) than that of the Boys (Slope = -4). It may also be noted that the trend lines meet where $x = 5.29$, i.e., between class V and VI.

D.3. Scholarship Support

A provision of Rs 2.7 million was made in this 3rd Consortium Programme budget to support 13,500 children from 414 villages (i.e. excluding the then Independent 174 CSUs) with scholarship support to attend school. But due to the European Union not sanctioning the programme, and delays in EED remittance, we were unable to do so.

Instead each CSU was asked to use its own Sangha Funds to give them as much benefits as they could. This is presently being done throughout September and October 2001, 4 months after school year started.

D.4. Solving Children's Problems

The Baseline for the 4 Taluks (excluding Gudibanda) identified the following problems faced by children:

- 786 children in the school-going age were not in school.
346 of them have been admitted in schools; 37 are now attending Non Formal Education classes; 3 placed as apprentice trainees under tailors; 247 were found to be over-aged; 12 are not willing to go to school in spite of the CSUs' best efforts; 6 parents could not be convinced; 21 cases were rejected by their CSUs for various reasons; 1 child has a prolonged illness and cannot go to school; 21 were incorrect inclusions in the Baseline; 56 cases are under discussion; no action taken on 26 children.
Result = 49%
- 1,018 children were identified as going hungry to school.
267 received grains collected by their respective CSUs; 170 were given cash assistance from their Sangha Funds; 52 were admitted in government run hostels (where food is provided free of cost); 60 more children are awaiting Sangha Fund assistance; 247 are false claims and can manage on their own; 2 rejected for other reasons; 216 cases are under discussion; no action has been taken in 4 cases.
Result = 45%
- 3,039 children were found to not have at least 3 pairs of clothes.
ADATS collected clothes and distributed to 2,183 children; 76 children received uniforms under the SCNZ children's programme; 780 cases are under discussion.
Result = 74%
- 567 girls had stopped going to school after their Std. VII (on reaching the age of puberty).
193 were re-admitted; 4 attend Non Formal Education classes; 45 girls placed as apprentices under tailors; 115 are over-aged and cannot be sent to school; 12 parents refused to be convinced; 2 girls have prolonged illness; 20 claims rejected by their Mahila Meetings as there were no schools close by; 42 rejected as incorrect Baseline survey; 6 girls were already married; 128 still under discussion.
Result = 43%
- 21 Muslim girls were reported to only attend *Madrasa* (Urdu learning centre) and not regular school.
17 parents were convinced and their daughters re-admitted in regular schools; 2 claims were rejected as false; 2 are under discussion.
Result = 81%

- 1,114 children have finished their School and want jobs.
 31 got jobs in garment factories; 3 got jobs within the villages; 2 placed as apprentices under carpenters; 9 got jobs as tractor drivers; 11 got employment in the Karnataka Electricity Board; 18 working as tailors; 12 as apprentices under tailors; 8 got work as teachers in Jeevika (a Dalit NGO); 8 got jobs in village mini water supplies; 1 got work as a watchman; 1 got a job in a hospital; 2 got jobs as vehicle cleaners; 2 work as barbers; 4 got work in a plant nursery; 1 got a job as a bus conductor; 1 got a job as peon in a bank; 4 got jobs in milk collection centres; 12 got work in the silk industry; 6 started petty businesses; 4 placed as apprentices under motor winders; 10 as trainee drivers; 3 admitted in job oriented courses;
 114 rejected as they were already employed; 4 rejected as they were in college; 27 have undergone counselling; 65 await counselling; 535 under discussion; 216 no action take
 Result = 12%
- 73 children have finished School and want to go to college.
 CSUs helped 29 to go to college; 14 claims were rejected; 21 are under discussion; no action taken on 9 cases.
 Result = 40%
- 107 orphan children were being “looked after”, in the loose sense of the word, by their respective CSUs.
 16 received grain collected in CSUs; 7 were given Sangha Fund assistance; 13 admitted in government run hostels; 2 entrusted to particular CSU Members and Sangha Fund assistance given; 7 entrusted to Cluster Secretaries and VLWs; 2 entrusted to relatives; 12 continue to be looked after by the entire CSU; 45 claims rejected since they had 1 parent; 1 under discussion; 2 no action taken
 Result = 55%

E. SURVIVAL CAPACITY OF MEMBER COOLIE FAMILIES ESTABLISHED

E.1. Status of the CCFs

- Overdue has dropped to 27% (down from 31% on 31 March 2001).
- CCF bank balances have risen to 40% (up from 35% on 31 March 2001) with the repayment of loans without corresponding lending.

Status of the CCFs (as on 30 September 2001)

Total CCF Capital		37,202,342	100%
Total of Good Loans		12,295,252	33%
Total of Overdue		9,922,510	27%
<i>1 to 6 Months Late</i>	<i>1,117,290</i>		<i>11%</i>
<i>7 to 12 Months Late</i>	<i>1,733,969</i>		<i>17%</i>
<i>Over 1 Year Late</i>	<i>7,071,251</i>		<i>71%</i>
Bank Balances		15,036,159	40%

E.2. CCF Utilisation

- There was hardly any CCF activity during the past 6 months though Rs 2,408,850 was given out through 149 loans.
- Of this Rs 2,031,400 (84%) was borrowed by ADATS to implement this 3rd Consortium Programme due to delays in remittances from Icco and EED.

CCF Utilisation Pattern in the 4 Extensions (as on 30 September 2001)

Purpose	Amount Borrowed		No of Loans	
Crop Loans	14,364,725	20%	9,753	40%
Agriculture	2,960,273	4%	1,030	4%
Cattle	20,544,403	28%	6,967	29%
Trade & Entrepreneurship	35,455,466	48%	6,011	25%
Consumption & others	284,490	0%	380	2%
Total	73,609,357	100%	24,141	100%

E.3. CCF Performance

There is a slight improvement in CCF Performance, indicating that the strict measures adopted during the past 6 months are paying off. But we can make a definite claim only after the current year's cropping season, in December/January.

- Rotation of capital has climbed to 1.98 (*up from 1.92 on 31 March 2001*).
- Repayment Rates have climbed to 86.5% (*up from 83.69% on 31 March 2001*).
- Capital at Risk has dropped to 26.7% (*down from 31.28% on 31 March 2001*).

CCF Performance in the 4 Extensions (as on 30 September 2001)

CCF Capital	Rs 37,202,342
Cumulative loans given	Rs 73,609,357
Rotation of Capital	1.98 %
Number of Loans	24,141
Average Borrowing	Rs 3,049
Repayment Rate 100 - (Overdue + Bad Debts / Cumulative Loans x 100)	86.5 %
Capital at Risk Overdue / Capital	26.7 %

F. SUSTAINABLE RESOURCE USE PRACTICES SET IN PLACE**F.1. Dry Land Development Programme (DLDP)**

- The DLDP was implemented in 174 villages in 2001. Of these, 52 were the SCNZ supported programme in Chintamani Taluk, where DLDP performance figures are markedly higher.
- Of the 4,929 Member families, they worked on 3,112 families' holdings – i.e. 63% of the membership benefited (78% at Chintamani).
- These 3,112 families owned a total of 14,372 acres of dry land. In 4-5 summer months of 2001, they worked on 9,192 acres – i.e. 64% of the holdings (87% at Chintamani).
- They constructed 144,156 metres of rock contour bunds and repaired 22,123 metres of existing bunds built in the previous years
- They checked 416 metres of ravines and gully with small check dams, did 36 metres of boulder checks, and 5,524 metres of revetments.

- Pebbles and boulders were cleared from 3,304 acres of land.
- 269 acres of new land was brought under cultivation for the very first time.
- 4,233 metres of diversion channels were dug to prevent excess rain water from washing off crops. Most of this work was done in the highly eroded belt of Siddalaghatta Taluk.

	Bagepalli	Chick-ballapur	Siddalaghatta	Chintamani	Total
Villages	28	41	53	52	174
Total Members	869	855	1,480	1,725	4,929
Who Worked	384	658	717	1,353	3,112
<i>Percent</i>	44%	77%	48%	78%	63%
Total Land (acres)	2,609	2,006	4,629	5,128	14,372
Worked On (acres)	989	1,242	2,482	4,479	9,192
<i>Percent</i>	38%	62%	54%	87%	64%
New Bunds (mtr)	16,643	17,430	41,918	68,165	144,156
Repair to Bunds (mtr)	4,049	257	9,123	8,694	22,123
Ravine & Gully Check (mtr)	189	122	45	60	416
Boulder Check (mtr)	-	16	-	20	36
Revetments (mtr)	3,455	20	-	2,049	5,524
Pebble Clearance (acres)	487	531	1,246	1,040	3,304
New Land (acres)	78	20	24	147	269
Diversions Channels (mtr)	27	70	4,136	-	4,233

F.2. Land Issues

The Baseline identified 6 types of issues faced by Member Coolie families pertaining to land:

- 849 families were landless.
12 families obtained title deeds from the government; 41 submitted their applications; forest land was ploughed and given to 15; CSUs decided to clear odd patches of land during the DLDP and provide 38 families with land; 493 cases were rejected as there was no land available in the villages; 74 under discussion; 176 no action taken.
Result = 3%
- 1,677 families were tilling their lands without any proper deeds of ownership.
76 got title deeds from the government; 59 more Saguvali chitis were received; 3 have paid the necessary fees; 51 are yet to pay their fees; 658 applications submitted to the revenue department; 67 applications have been rejected since these are forest department lands; 13 have been rejected for late submission; 144 acknowledgements have been received; 72 lands have been surveyed by the Taluk Surveyors; 55 still have to be surveyed; 408 under discussion; 71 no action taken.
Result = 11%
- 1,433 families do not have Title Deeds in their names – i.e. they are still in the names of their grandparents or other deceased elders.
41 got Kathe changed to their names; 6 obtained Pahanis or tillage certificates; 142 applications submitted to Village Accountants; 10 applications submitted for vibhaga patra; 24 schedules written; 1 unsettled dispute; 51 rejected; 545 under discussion; 613 no action taken.
Result = 3%
- 1,213 families say their holdings have been wrongly entered in our database management system.
44 lands surveyed but not updated; 23 no action taken; an action plan has been drawn

up to survey 1,146 holdings in October 2001.

Result = 0%

- 731 families have left their lands barren.
5 ploughed their lands by themselves; 236 lands ploughed by the CSUs; 8 decided to plough; 2 minor disputes in final stage of settlement; 5 decided to take up Non Farm ventures; 5 disputes couldn't be settled; 10 disputes still being settled; 101 under discussion; 6 too late to plough; 155 rejected by CSU; 198 no action taken.
Result = 33%
- 745 families have mortgaged their lands.
65 lands released; 16 discussed with Ryots and terms agreed upon; 47 assisted with CCF loans; 64 rejected as the amounts are too large; 9 incorrect survey; 105 rejected by CSU; 2 pending since their owners are alcoholics who will re-mortgage; 340 under discussion; 97 no action taken.
Result = 9%

H. STAFF CAPACITY DEVELOPED

H.1. PME Workshops

A total of 10 Planning Monitoring Evaluation workshops have been conducted for 40 ADATS Staff and senior Coolie Sangha functionaries.

S.No:	Dates	Brief Summary
1.	20 & 21 Nov 2000	Initial 2-day Session for ADATS/BCS – management concepts were clarified and participants were gradually introduced to project management.
2.	3 & 4 Dec 2000	Project Planning Session for ADATS/BCS – a structured process for analysis of the problem faced by ADATS/BCS (development of the Problem Tree) and its transformation to the Objectives Tree was facilitated.
3.	16 & 17 Jan 2001	Project Planning Session for ADATS/BCS – a continuation of the work done so far. Development of various elements of the Project Matrix from the Vision and Mission.
4.	9 & 10 Feb 2001	Project Planning Session for ADATS/BCS – a continuation of the work done so far. Development of the Project Matrix.
5.	March 2001	Finalised the Project Planning Matrix and 3 rd Consortium Application
6.		
7.	28 & 29 May	Field Visit to Siddalaghatta Taluk
8.	21 to 23 June 2001	2 days Field Visit to Chintamani Taluk; 1 day PME Workshop at Bagepalli Poverty, Poverty Alleviation Programmes and the need for a Baseline to manage such programmes
9.	27 & 28 July 2001	Refocused on objectives and action plans of the organisation – facilitated an introductory session on Organisational Values and the organisation's current emphasis on Results was reviewed.
10.	28 & 29 Aug 2001	Exercises in making Problem Trees & Objective Trees

H.2. Performance Appraisal

As already mentioned, 21 Area Field Workers presented their collated reports for groups of 5-6 Clusters (25-30 villages) at the Monday Situation Meetings. Since there is a Taluk Coolie

Sangha Meeting every single weekend,⁶ Monday Meetings became lively and interesting. ADATS Staff carefully listened to each presentation and learnt from each other's success and failure.

Willy-nilly this led to the development of a performance appraisal system for ADATS Staff. No longer could anyone hide behind anecdotal details of isolated issues and struggles and pass it off as mundane, albeit necessary, community organisation work. Performance could now be measured against self-developed targets. Activity processes could now be segregated from concrete results and both seen for what they really are.

ADATS Staff were asked to themselves determine parameters to define Results.

- 184 pairs of clothes "being stitched" was not a Result unless and until those clothes actually reached children without 3 pairs.
- 6 claims being rejected by the CSUs (for whatever reason) was not considered a Result.
- Similarly time bar due to close of school admissions was not an excuse. It simply contributed to producing zero Results.

An extract from a Field Worker's Report on Activity Processes & Results obtained in August and September (reported in September and October 2001):

MONITORING ISSUES PERTAINING TO COOLIE CHILDREN - FW Govindappa's Report

Code & Problem	Qty	Month	Action Taken	Results	
21. Children Not In School	21	Sept	4 re-admitted; 11 over-aged; 6 under discussion	4	29%
		Oct	2 more re-admitted; 2 over-aged; 2 time bar	6	
22. Children Going to School Hungry	96	Sept	46 given grain collected in CSU's; 12 given Sangha Fund assistance; 14 admitted in hostels; 20 can manage on their own; 4 no action taken	72	77%
		Oct	2 got grains from Fair Price Shops; 2 more can manage on their own	74	
23. Children Without Clothes	184	Sept	184 under discussion	0	0%
		Oct	184 clothes being stitched	0	
24. Girls Not In School After Std. VII	24	Sept	3 readmitted; 9 over-aged; 1 cannot convince parents; 11 under discussion	3	13%
		Oct	No action (time barred by close of admissions)	3	
25. Muslim Girls in Madrasa	2	Sept	2 re-admitted in government schools	2	100%
		Oct	No action necessary	2	
26. Finished High School – No Jobs	33	Sept	2 got work in Bangalore; 16 undergone counselling; 15 await next counselling session	2	6%
		Oct	15 more undergone counselling	2	
28. Orphan Children	17	Sept	5 given grain collected in CSUs; 2 given Sangha Fund assistance; 1 admitted in hostel; 2 entrusted to relatives; 6 claims rejected; 1 under discussion	10	65%
		Oct	1 more given Sangha Fund assistance	11	

Quite understandably, an emphasis on cold figures and the reduction of activity processes to concise phrases caused some consternation among our older and more experienced Area

⁶ The 2nd weekend of every month witnesses 2 such meetings, at Chickballapur and Gudibanda

Field Workers. They wondered if their hitherto highly valued organisational skills would no longer be recognised. We assured them that this was not the case.

We made an organisational commitment that the introduction of management practices would not lead to a single Staff retrenchment. They reciprocated and agreed to learn new skills and techniques with a vengeance that far out-beat their younger colleagues. The danger, of course, is that they should not unwittingly replace socio-political rhetoric with management jargon.

Some clarity has emerged on our task as development workers, vis-à-vis the Coolie Sangha. It is now seen as 3 pronged:

- Making and implementing annual Baselines
- Implementing standard programmes like the DLDP, CCFs, Health and Children's Education
- Responding to emergencies created by feudal atrocities and brutality.

We were not quite so fortunate with Cluster level functionaries. Partly due to low literacy, but also because of entrenched power-based values, many Cluster Secretaries and Women's Committee Members had to be changed. Even this was done in as painless a manner as possible, with most ex-functionaries continuing as ordinary Members in their CSUs.

H.4. Database Changes

And finally, changes had to be made to our database management software in order to facilitate performance monitoring. Earlier OnLine Reports could be generated for Village, Cluster and Taluk. Now we needed an intermediary between Cluster and Taluk – for each Area Field Worker. This necessitated some major coding work which was implemented in August 2001.