

## 0321. 13<sup>th</sup> Progress Report on the Consortium Programme (Mar 2002)

This is our second attempt at half yearly monitoring of the 10 year Strategic Plan. The past 6 months have been tense and terse with nail biting anxiety as to whether a toning down of rhetoric would produce Results that Member Coolie families would appreciate.

This Progress Report is divided into 3 Sections.

- Section I gives a detailed account of management issues that we grappled with in order to shift our focus from project planning to activity Processes
- Section II reviews the Objectives
- Section III gives a brief account of the situation in each Taluk.

### I. CURRENT ISSUES

#### WHAT IS NEW IN MANAGEMENT?

Nobody can ever deny the impressive Results that ADATS and the Coolie Sangha have obtained over the years. Problems have definitely been reversed and made to stand on their heads, and the numbers are neither small nor insignificant.

- Where there was hardly a handful of Coolie children going to school when we first started, there are now less than 6% out of school.
- Where not a single girl continued schooling after puberty, more than 40% of High School children are girls.
- Where wife beating was the standard norm, incidents of domestic violence are just a handful in each taluk.
- Where there were no houses for Coolies, only 15% now need flat roof houses and electricity.
- Where the entire caste-class had no control over their lands, only 5% of holdings are now mortgaged to the rich.

It can be asked whether all this could have been achieved without any management at all, and the obvious answer would be that it couldn't. Goals were set and resources intelligently used to reach objectives. The milieu was honest, sincere, frank and open. Otherwise such spectacular achievements would not have been possible. Furthermore, most management strategies are merely time tested truisms based on sound common sense.

Therefore it can be argued that there is nothing new in our recent emphasis on introducing a Result Oriented Management Culture. Such argument may sound true, but is nevertheless flawed.

The contribution of management, as we shall see, is far more subtle and far reaching. The truth is that good management practices contribute to sustainability and ensure continued relevance. Managing Results in order to ensure the continuity of the independent people's organisation is quite different from our having managed resources to build the Coolie Sangha in the first place.

#### THE ROLE OF RHETORIC

It was a fine blend of socio-political rhetoric and sound management which made possible all that has been achieved thus far.

Rhetoric played a big role in the hostile socio-political environment that we were in. It established a political will that sustained struggles and gave identity to the poor. It instilled a determination to change situations, against heavy odds. It challenged official apathy. It killed a culture of poverty. It helped us face severe resource crunches. It brought the impossible into the realm of the possible.

But these same slogans do not have the punch to take us much further. The situation has, by and large, changed. Cruel and senseless social oppression and stark economic exploitation are now more the exception than the rule. Semi-feudal realities have given way to a more democratic political economy.

To continue speaking of Results obtained in the past may evoke a wistful sentiment, but do little else to attract small and poor peasants to remain within the folds of the Coolie Sangha. Unless accompanied by a provable promise of continued response to changing needs, brand loyalty created by rhetoric alone will not convince Member Coolie families to stay on.

Relevance, by definition, demands new and ongoing Results. Most peasant movements that have run their course tragically refuse to recognise the need for day-to-day relevance in new circumstances that they themselves have created. They resentfully watch themselves wither away into insignificance, after having altered the power balance in village society. We cannot let that happen to the Coolie Sangha.

## RHETORIC HIDES NON-ACCOMPLISHMENTS

Rhetoric goes hand in hand with a projection of personality. There can be no fine oration without the orator. Personal bonds get muddled with organisational objectives.

Rhetoric relies upon anecdotal proof. It is enough to convincingly share a single startling Result obtained in some particular village or family. Rhetoric suggests that if it can be done once, somewhere, anywhere, it can be achieved everywhere. When delivered effectively, rhetoric fills the audience with a hope, yearning and belief that borders on faith.

Results are taken for granted. It is enough to prove one single instance and leave the rest to wild imagination. A mindset, an attitude, a structure, a discipline, and a style of functioning are offered as strategies. Earlier, we exalted faith in a new future, physical bravery, and relentless struggle as a way of life in order to escape *Ryot* tyranny. Today we have replaced it with a call for functional unity, fiscal discipline and hard work to overcome poverty. Proof for these prescriptions can be found aplenty, provided the orator has intimate enough an acquaintance to know where to look for isolated success stories.

Larger numbers and overall percentages are carelessly dismissed as just waiting to happen. They are not recognised to be the non-accomplishments that they actually are. Instead, hapless members of the audience are made to believe that it is somehow their fault that good things have not yet happened to them.

## MANAGEMENT AS A SCIENCE TO MEASURE RESULTS

Current and ongoing measurement of Results is something new in the management practices that we have introduced at ADATS and the Coolie Sangha. This is not the same as quoting impressive achievements of the past. Nor is it a presentation of aggregated Results. It is the introduction of systems and procedures that measure the Results of each set of actions, *then and there, as and when* they are undertaken. And then using these same systems to let the Results speak for themselves. So much so that Management itself can be considered a science of measuring current and ongoing Results.

The textbook describes the Outputs of an order fulfilment Process as (a) delivered goods, (b) satisfied customer, and (c) paid bill. It goes on to state that of the 3, only Paid Bill need be considered as an indicator.

Management demands that in our work too, the key indicator needs be only Paid Bill.

- How many families declared their income, paid Sangha Tax and renewed Membership?
- How many CCF/Women's Fund borrowers returned their loans?

Instead we have, till very recently, glossed over the key indicators and spoken at length on the delicate intangible and ethereal impact of our work.

## ONLY PROCESS-CENTRED ORGANISATIONS CAN PRODUCE RESULTS

Without an explicit recognition of and emphasis on Processes, it is impossible to get Results. At the planning stage it is necessary to reflect on vision, mission, goals, objectives and project purpose. They serve to clarify intent and communicate the direction of efforts. But after they are completely internalised and established at every level within the organisation, they serve no further purpose. They need to be put on the back burner till it is time to once again evaluate the relevance of goals and objectives. Our entire emphasis should thenceforth be on the 4<sup>th</sup> row of the 4 x 4 Logframe – Activity Processes.

The textbook defines Process as a complete end-to-end set of activities that together create value for the Customer. The difference between task and Process is the difference between part and whole. A task is a unit of work; a Process is a related group of tasks that together create a Result of value to the Customer.

Processes are sets of activities best described by their Beginning State and End State.

- The Coolie Credit Fund, for example, is a functional unit or department. It is not a Process.  
“Loan Request to CCF Release” and “Utilisation to Rotation” are descriptive names of Processes that the department ought to promote.
- Similarly, Children's Programme is not a Process.  
“School Enrolment to Scholarship Support” and “Retention to Performance” are Processes that can be implemented, monitored and measured.

For lean organisations with flat structures like ADATS, Process-centeredness has always been a natural way of working. Toning down on the rhetoric, drastically reducing the role of personalities, recognising major Processes, and learning to better manage them is a very natural step in our organisational evolution.

The 3 steps for Process-centring our work are:

- Recognising and naming our Processes, without fooling ourselves by simply re-labelling existing functional units as Processes
  - Making everyone in the organisation aware of these Processes and their importance to the total effort
  - Developing Process measurement systems and linking them to appropriate compensation packages
- Digitisation is a vital and essential tool in this regard

## ADATS/COOLIE SANGHA PROCESS MAP

It is cardinal to remember that a Process Map is not the same as an organisational chart. Processes are not new names for old departments. Processes are those sets of activities that produce Outputs which have value for the Customers/Primary Stakeholders – i.e. the Member Coolie families. Customers are not overtly concerned with how the organisation is set up or

it's hierarchy. In fact they are not concerned with the Process Map either. They are concerned *only* with Outputs than can be delivered by various Processes.

It is equally important not to project our ideological convictions in a Process Map. Our professed gender or environmental concerns are not Outputs. Very concrete Results that we pursue in order to translate these concerns are.

“Empowering the Girl Child” and “Inculcating Fiscal Discipline”, for example, are not Results – the are objectives. “School Retention and Performance” and “Utilisation & Rotation” are concrete Results.

ADATS Staff and Coolie Sangha functionaries were asked to enumerate the Outputs of our effort. Though their answers largely coincided with Project Objectives defined in our 10 year Strategic Plan, this exercise was uninfluenced by the Strategic Plan. 6 Major Processes were identified as current to the project effort:

- Income Declaration to Tax Paid Membership & Functional Unity
- Baseline Making to Problem Solving
- Land Holding Surveys to DLDP Works & Good Crops
- CCF Loan Requests to Utilisation & Rotation
- Identification of Single Women to Utilisation & Rotation
- School Enrolment to Retention & Performance

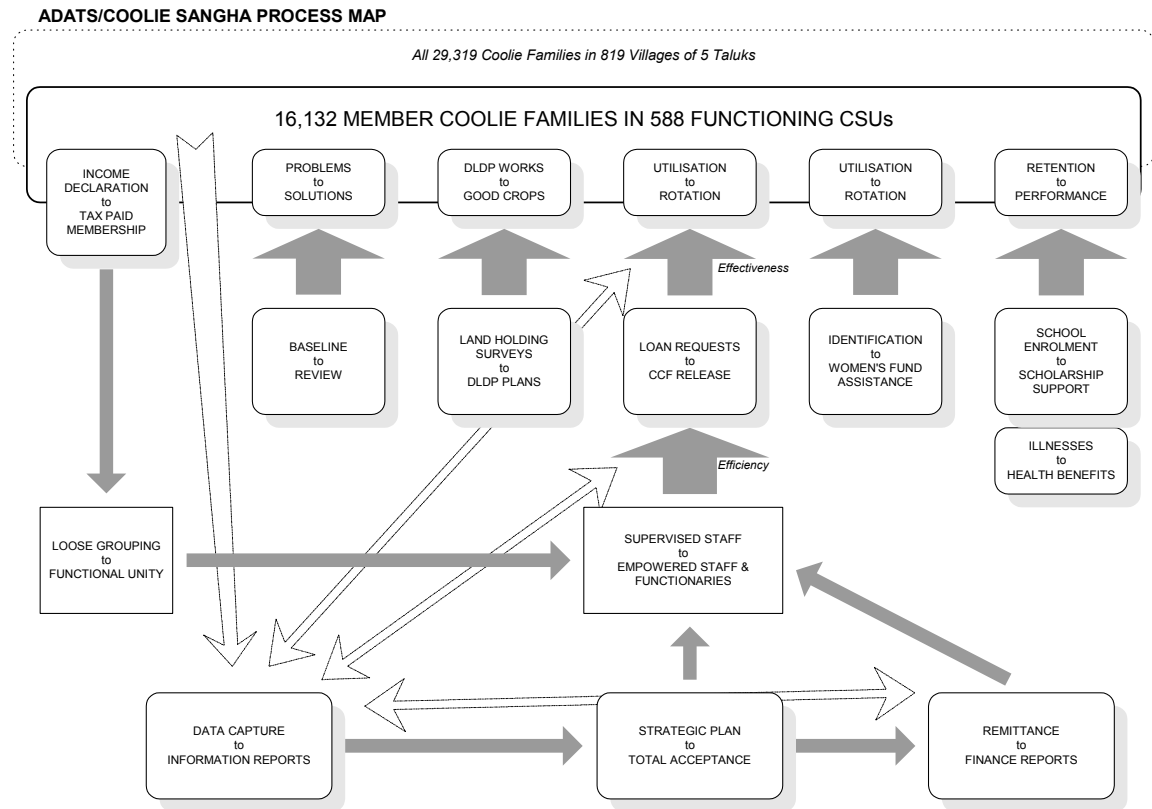
Another 3 Support Processes were also identified:

- Strategic Plan to Total Acceptance
- Data Capture to Informative Reports
- Remittances to Financial Reports

Placing the boxes onto a Process Map took time and needed much re-wording and shuffling. It was decided to split the Major Processes into 2 levels, and embed the superior (sub) Processes within the Customers/Primary Stakeholders:

- Relatively simple and straightforward efforts made by ADATS Staff resulted in Efficiency, and
- Far more complex efforts undertaken by the Coolie Sangha, resulted in Effectiveness.

The Primary Stakeholders themselves were embedded within the larger group of potential Customers – i.e. Normal Member families from functioning CSUs were embedded within the total of all Normal and Suspended/Cancelled Coolie families from functioning as well as dropped out village CSUs.



## II. REVIEW OF OBJECTIVES

### STRATEGIC OBJECTIVES

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

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 31 March 2002, there are 14,574 Member families in 531 functioning village CSUs (up 1,087 from September 2001).  
The numbers are far less, at 10,064 if we were to treat 31 March as the cut off date for paying Sangha Tax.
- We have lost 26 mature villages (12 CSUs in their 3rd 3 year Consolidation phase, and 14 Independent CSUs) as a temporary reaction to the new emphasis on managing Results.
- 9 villages have come forward to build new CSUs

#### Membership & Coverage as on 31 March 2002

	<i>3<sup>rd</sup> Consortium Application</i>	Last Report	<b>This Report</b>
1st 3 year Formation phase	61	23	<b>32</b>
2nd 3 year Formalisation phase	117	69	<b>67</b>
3rd 3 year Consolidation phase	236	269	<b>259</b>
Independent CSUs	174	187	<b>173</b>
<b>Total Villages</b>	<b>588</b>	<b>548</b>	<b>531</b>
Normal Member Families	15,081	13,487	<b>14,574</b>
Suspended Members		2,358	<b>***</b>
Women Memberships	(%)	4,113 (31%)	<b>4,409 (30%)</b>
Coverage of Village Population	%	23%	<b>24%</b>

#### A.2. Ethnic Cover

There is no significant change in ethnic cover when compared to 6 months back, except for a slight overall increase in the percentage of all castes, across the board.

**Ethnic Composition of the Membership as on 31 March 2002**

Member Families	Percent in CSUs	Caste Group	Total Families in the Villages		Ethnic Cover
8,599	59%	Scheduled Castes/Tribes	28,668	47%	30%
2,903	20%	Middle Castes	12,773	21%	23%
3,072	21%	Forward Castes	19,989	33%	15%
<b>14,574</b>	<b>100%</b>		<b>61,430</b>	<b>100%</b>	<b>24%</b>

**A.3. Summer Agendas**

The previous Progress Report described in detail our Baseline Making exercise which has, in the meantime, become the mainstay of community organisation work. But this exercise had some inherent defects:

- Being the very first time that 13,428 Coolie families had answered the loaded question: “What is the most pressing problem of yours that you want to see solved, using the functional unity obtained in the Coolie Sangha?” they had got a little awed. While answers were specific, measurable, (more or less) realistic, and time-bound, they were not necessarily “Agreed Upon” in the true spirit of the term.
  - To some extent, in certain villages, Baselines were vain exercises carried out by over-zealous Cluster functionaries, in silent connivance with their Area Field Workers.
  - In some other Clusters they were more in the form of standard responses to Check Lists made out by Area Field Workers.
- The 1 year period for which the Baselines were made was much too long:
  - Member Coolie families did not anticipate all their needs/desires.
  - It became difficult for ADATS Staff and Coolie Sangha functionaries to sustain interest.
- Choosing Cluster Meets as units for monitoring implementation was good for us, but collating problems and Results into each ADATS Field Worker’s area made the Baselines a little unwieldy for individual Member families to identify themselves with. The sharing of Results became a new form of rhetoric boast, defeating the very purpose behind the exercise.
- We had deliberately omitted standard programmes like the DLDP, CCFs, Women’s Fund, etc. from the Baseline making exercise. Many Member families found this a little artificial.

Even at that time, almost a year back, we were aware of these shortfalls. Nevertheless we decided to plough ahead since we saw the making, implementation and monitoring of the Baselines as an excellent tool to bring in a results oriented management culture.

During this reporting period we decided to correct these deficiencies. We asked each village CSU to cull out a Summer Agenda for the months March to June 2002 from their more general Baseline. We suggested that they need not stick to the earlier Baseline *verbatim*, and that they could add or delete line items.

Yet-to-be-implemented line items of the Baseline of each Area Field Worker were broken down, village-wise, in each CSU and Mahila Meeting. Member Coolies added, deleted, and “Agreed Upon” their respective Agendas to make them truly SMART.

Willy-nilly, a rough and tumble indicator was developed to gauge the maturity of individual village CSUs. Member Coolies argued that since each box in their Summer Agenda table represented a Process, it was immediately apparent as to how many day-to-day Life Activities were being defined as Development Processes; and how much they were willing to entrust

these Development Processes to the collective efforts of the Coolie Sangha. They concluded that village CSUs with more boxes filled in had more faith in the Coolie Sangha than those with fewer boxes.

Taking their argument one step further, they said that the strength of individual village CSUs could be gauged after implementing their Summer Agendas – village CSUs who got more tick marks in the boxes were stronger than those who got less.

We at ADATS were naturally quite thrilled at this grassroots development of management/measurement tools!

#### Extract from FW Shivarama Reddy's Summer Agenda

Village CSU	DLDP	Silt Hauling	Coolie Credit Fund	Vokkaku Sanchi Duddu	Women's Fund	Other Issues
Bommahalli	Plan for 36 Holdings			Clear 0.5K		6 want Title Deeds
Laxmipathihalli		Plan for 16 Holdings	Clear 1.5K OD: Give 7K to 006 for Bullock cart Give 5K to 027 for CB cow		Give 14K to 022 for CB cow	
Byreganahalli		Plan for 18 Holdings	Repay 6K of 17K OD	Clear 2K	Clear 2K of 3K OD Give 12K to 025 for sheep	3 want Legal Aid
Kamatanahalli		Plan for 22 Holdings	Repay 11K of 31K OD	Replace Rs 350		030 & 039 want Aid Distress for House Repair (not enough Sangha Funds)
Kariganapalya	Plan for 25 Holdings		Clear 2K of 4K OD; Give 6K to 020 for Business Give 5K to 028 for Cow		Clear 2K of 4K OD	

It is now decided to make one final Monsoon Agenda for each CSU before reviewing Baseline Results in September 2002. Hopefully this will be followed with a Winter Agenda, and the making of these seasonal Agendas will become a normal and established practice within the Coolie Sangha.

#### A.4. Monitoring Baseline Results

Using their functional unity to solve problems identified in the Baseline making exercise undertaken in April 2001 has become the mainstay of community organisation work. In spite of breaking up the Baselines into more manageable units called the Summer Agendas for each village CSU, we will continue to report on the overall aggregated figures.

The Taluk Coolie Sangha Meetings of April 2002 whetted that 47% of the individual line items have been solved. A detailed break-up of Results obtained through 7 months of systematic implementation is as follows:

- 40% of the pressing problems faced by Coolie families have been solved



- 47% of their properties issues have been resolved
- 81% of children's needs have been met
- 61% of women's issues solved
- 44% of issues pertaining to village benefits/services have been solved

Even before the annual Cluster Reviews (now re-scheduled for September 2002) we can glean some of the reasons for a lesser performance:

- Some problems have been exaggerated by Member families, perhaps in the misguided hope that they would "get something from ADATS". When implementing the baselines, the CSUs found, for example, that:
  - 229 children who claimed to go to school hungry could actually manage on their own;
  - 219 girls who had stopped going to school were actually over-aged;
  - 156 youth who claimed to be jobless were already employed;
  - 249 senior citizens didn't need a pension since they had sons/daughters who could take care of them;
- Some problems are pending due to internal apathy:
  - Holdings of 27 families were left barren because they didn't come forward in time to take the CSUs' help and plough their lands after the first rains;
  - 113 families could not be helped to get back their mortgaged lands because they were habitual borrowers who had raised their debts to ludicrous levels;
  - 44 Members who claimed to be bonded labourers were habitual cases and their CSUs refused to help them;
  - 87 houses could not be re-connected because they had once availed free electric connections and had then not bothered to pay the subsidised monthly bills.
- Some problems were because of a supposed resource crunch with the government:
  - 1,257 flat roofed houses have not been sanctioned because the authorities say they do not have any allotment;
  - 1,149 free electrifications have not been taken up citing the same excuse;
- Some other problems could not be solved due to procedural bottlenecks:
  - 440 applications for change in title deeds are pending with the authorities quoting a silly procedural problem.
  - 56 milk collection centres, 33 *Anganwadis* (Under-5 Crèches) and 21 Primary Schools have not yet been sanctioned because of procedural bottlenecks.
- Yet other problems could not be solved for want of physical resources:
  - 357 families cannot be shown any land to till because there is no land available in the villages;
- And finally, some problems could not be resolved due to internal procedures within ADATS and the Coolie Sangha:
  - Not a single CCF loan could be released to 2,969 families who claimed they had never taken a loan – this was because of high CCF Overdue in their villages;
  - 610 single Coolie women could not be given Women's Fund benefits because of heavy overdue.

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

Code & Problem	Qty	Month	Action Taken	Results	
01. Families without 2 Meals a day	1,474	March 2002	273 got grain collected in CSUs, 225 given Sangha Fund assistance, 145 working in drought relief work, 15 got desilting work, 11 got ration cards, 14 got work in factory, 145 work in forest dept, 69 sand lorry work, 40 got pitching work, 41 road construction work, 29 got nursery work, 49 digging telephone trenches, 6 as guards, 25 got lake bunding work, 10 readying tomato boxes, 7 got Balakendra construction work, 35 got DLDP work, 327 can manage own their own, 8 no action taken	1,139	77%
02. Bonded labourers	95	March 2002	40 released, 1 applied for SC/ST loan, 44 rejected, 10 no action taken	40	42%
03. Forced Summer Migration	563	March 2002	136 doing DLDP, 30 got drought relief work, 2 got brick factory work; 22 got work in forest dept., 9 digging telephone trenches; 5 arranged for irrigation, 25 got construction work, 3 masonry work, 1 silk rearing, 13 discussing CCF loans, 38 rejected, 249 choice migration, 30 no action taken	233	41%
04. Not Taken Single CCF Loan	2,969	March 2002	699 decided to delay release, 34 waiting for more bank balance, 4 rejected, 2,232 no action taken	0	0%
05. Paying Less Sangha Tax	178	March 2002	112 paid correctly, 4 CSU failed to convince, 15 cancelled membership, 47 no action taken	112	63%
06. Pending Court Cases	11	March 2002	2 solved, 7 compromise secured, 1 case pending in court	9	82%

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

Code & Problem	Qty	Month	Action Taken	Results	
11. Need Flat Roof Houses	2,013	March 2002	6 built houses, 4 houses repaired, 6 received final bill, 10 received second bill, 318 received first bill, 26 laying foundation, 322 sanctioned, 47 rejected, 8 pending (disputed), 6 in lapsed list, 1257 applications submitted, 3 no action taken	692	34%
12. Need Electricity	2,162	March 2002	852 connections sanctioned, 49 under wiring, 87 rejected by CSU, 20 discussing means to retrieve cancelled connection, 1149 applications submitted	901	42%
13. Landless Families	849	March 2002	74 got land, 2 received land from <i>Gomala</i> , 3 received land from relatives, 18 got forest land, 357 rejected (no land available), 25 applications submitted, 364 no action taken	97	11%
14. Tilling Without Title Deeds	1,677	March 2002	32 got title deeds, 367 <i>Saguvali chiti</i> received, 43 <i>kimmat</i> paid, 20 to pay <i>kimmat</i> , 27 received records, 115 lands surveyed, 440 applications submitted, 130 applications rejected (forest land), 530 no action taken	399	24%
15. Title Deeds Not In Their Names	1,433	March 2002	290 got <i>khata</i> , 49 rejected, 10 records submitted, 129 applications submitted, 955 no action taken	290	20%

16. Data Error in VPACK	1,213	March 2002	1173 updated, 1 incorrect, 39 no action taken	1,173	97%
17. Lands Left Barren	731	March 2002	434 lands ploughed, 2 lands planted with trees, 5 rejected (decided on non farm ventures), 4 rejected (unsettled disputes), 27 rejected (too late to plough), 148 rejected by CSU, 113 no action taken	436	60%
18. Mortgaged Lands	745	March 2002	143 lands released( CSU contribution), 33 decided to give from CCF, 113 rejected (habitual), 21 rejected (amounts too large), 8 incorrect survey, 427 no action taken	143	19%

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

Code & Problem	Qty	Month	Action Taken	Results	
21. Children Not In School	786	March 2002	365 readmitted, 37 attending NFE, 241 over aged, 92 rejected, 3 tailoring trainees, 48 no action taken	402	51%
22. Children Going To School Hungry	1,043	March 2002	342 got grain collected in CSUs, 219 given Sangha Fund assistance, 32 got support from DLDP payments, 51 admitted in hostel, 227 can manage on their own, 2 rejected by CSU, 170 no action taken	644	62%
23. Children Without Clothes	3,019	March 2002	3019 clothes distributed	3,019	100%
24. Girls Stopped After Std. VII	567	March 2002	199 readmitted, 5 attending NFE, 219 over aged, 32 cannot convince parents, 56 rejected, 42 incorrect survey, 14 tailoring trainees	218	38%
25. Muslim Girls in Madrasa (not in school)	26	March 2002	18 readmitted in govt school, 7 rejected (incorrect survey), 1 no action taken	18	69%
26. Finished School - Need Jobs	1,114	March 2002	32 got work in Bangalore, 46 got work in factory, 2 as electrician trainees, 3 placed in carpentry; 2 tractor mechanics, 11 got work in Karnataka Electricity Board, 54 tailoring trainees, 4 got work in bricks factory, 1 got job in bakery, 8 got work as Jeevika teachers, 3 got work in market, 1 got work in library, 2 got work in transport company, 18 as fishery trainees, 8 got work in mini water supply; 6 got bank loans for CB Cows, 1 got work as watchman; 2 got work in hospital; 4 got work in shops, 12 got work as masons, 2 got work as barbers, 2 got work as clerks, 4 got nursery work, 3 got work as bus conductor, 1 got work as peon in bank; 8 got work in dairy, 33 got work in silk industry, 2 got work as forest guards, 1 got work as radio mechanic, 8 got telephone trench work, 6 started petty business, 2 attendants in clinic, 15 motor winding trainees, 58 drivers/cleaners, 2 joined typing classes, 2 got work with stamp vendor, 29 admitted in job oriented course, 6 retaking 10 <sup>th</sup> class exams, 129 selected for vocational training, 156 rejected (already employed), 4 rejected (in college), 75 undergone counselling, 351 no action taken	398	36%

27. Want To Go To College	73	March 2002	46 attending college, 1 admitted in Industrial Training Institute, 14 rejected, 12 no action taken	47	64%
28. Orphan Children	107	March 2002	9 got grain collected in CSUs, 16 given Sangha Fund assistance, 9 admitted in hostel, 2 entrusted to Cluster Secretaries and VLWs, 3 entrusted to relatives, 23 entrusted to CSU/MM, 34 rejected, 11 no action taken	62	58%

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

Code & Problem	Qty	Month	Action Taken	Results	
31. Want Membership In Their Names	658	March 2002	375 updated, 72 rejected by Mahila Meeting, 20 incorrect, 203 no action taken	375	57%
32. Domestic Violence	98	March 2002	98 under CSU/Mahila Meeting control	98	100%
33. Need Women's Fund Benefits	630	March 2002	20 WF sanctioned, 16 rejected (over aged), 14 rejected by MM, 139 waiting for WF overdue to reduce, 11 pending( new CSU members), 256 discussing business plan, 174 no action taken	20	3%
34. Single Women in Dire Straits	104	March 2002	10 got work in private plantation, 1 CSU provided land for petty shop, 4 applications filed under special scheme, 89 no action taken	11	11%
35. Forced Marriages in the Offing	1	March 2002	1 no action taken	0	0%
36. Possible Widow Re-marriages	1	March 2002	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	March 2002	69 reporting, 6 with opposition, 6 refused in spite of CSU pressure, 1 cancelled membership	69	84%
42. CSU Applications Refused by GP	157	March 2002	79 sanctioned, 44 rejected, 34 no action taken	79	50%
43. Need Ration Cards	1,386	March 2002	664 sanctioned, 120 <i>Anthyodaya</i> obtained, 104 BPL list sanctioned, 358 applications submitted, 69 rejected, 71 no action taken	888	64%
44. Old People Not Getting Pension	1,474	March 2002	398 sanctioned, 505 applications submitted, 214 rejected by CSU/MM, 357 no action taken	398	27%
45. Old People Wanting CSU Help	197	March 2002	29 voluntary contributions from CSUs, 40 given Sangha Fund assistance, 10 got work in export factory, 5 got work in Ryot's land, 5 got work in agarbathi factory, 18 can manage on their own, 35 CSU/Mahila Meeting rejected, 55 no action taken	89	45%
46. Need Bus Route	88	March 2002	18 sanctioned, 27 rejected, 2 incorrect, 30 applications submitted, 8 no action taken	18	20%
47. Need Milk Collection Society	155	March 2002	19 sanctioned, 58 rejected, 56 applications submitted, 22 no action taken	19	12%
48. Need Anganwadi	107	March 2002	26 sanctioned, 28 rejected, 2 incorrect, 33 applications submitted, 18 no action taken	26	24%

49. Need Primary School	59	March 2002	16 opened, 6 sanctioned, 11 rejected, 21 applications submitted, 5 no action taken	22	37%
50. Need Water Supply	5	March 2002	5 sanctioned	5	100%
51. Widows not getting pensions	21	March 2002	5 sanctioned, 16 applications submitted	5	24%

### A.5. Sangha Funds

- Overall Sangha Funds grew by 12.2% to Rs 32.40 million on 31 March 2002 (*up from Rs 28.88 million on 30 September 2001*).
- 61% (*Rs 2,096,178*) of this impressive collection of Rs 3,467,233 made during this reporting period came from Sangha Tax collections
- Another 39% (*Rs 1,330,078*) was the interest earned by the CSU Bank Accounts.

#### Overall Sangha Funds (as on 31 March 2002)

	30 September 2001	31 March 2002	
Village Fixed Deposits	23,840,831	23,840,831	
Village SB Accounts	4,344,458	7,811,691	
Taluk Main Fixed Deposits	448,614	448,614	
Taluk Main SB Accounts	245,541	290,953	<b>Rs 32,392,089</b>
	<b>28,879,444</b>		

### A.6. Sangha Tax

#### A.6.1. OVERALL POSITION

Sangha Tax mobilisation finally crossed the psychologically important mark of 1 *crore*. After 8 years, Sangha Tax collections total to Rs 10,968,143.

- There was hardly any increase in the number of families who declared their annual incomes for the year 2001.
- But the incomes they declared, in spite of the year being a crop failure, was an astounding double the previous year's.  
*This can be attributed only to the fact that the Coolie Sangha's emphasis on management, et al having instilled a terrific sense of seriousness.*
- Unfortunately this seriousness did not translate into paying Sangha Tax. Only 69% of those who declared these honest incomes actually paid up. This resulted in a drop of 14% when compared to the previous year.
- In spite of this drop, there was a 17% increase in the volume of Sangha Tax paid up.

*The figures indicate the development of a committed membership in many CSUs, serious about their objective to self-finance the organisation. In spite of a fall in the number of families who paid up, the sheer numbers represent a critical mass, capable of pulling in the remaining stragglers, at least by next year.*

**Sangha Tax paid in all 4 Taluks (as on 31 March 2002)**

<b>INCOME DECLARED</b>	<b>1994</b>	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>
Number of Families who Declared their Income	2,877	4,603	5,351	5,905	10,881	11,702	14,583	14,574
<i>Increase/Decrease over last year</i>	100%	160%	116%	110%	184%	108%	125%	100%
Total Income Declared	12,370,011	18,471,088	23,336,726	20,905,017	33,451,923	31,652,535	44,886,103	92,645,958
<i>Increase/Decrease over last year</i>	100%	149%	126%	90%	160%	95%	142%	209%
Average Income Declared	Rs 4,300	Rs 4,013	Rs 4,361	Rs 3,540	Rs 3,074	Rs 2,705	Rs 3,078	Rs 6,357
<i>Increase/Decrease over last year</i>	100%	93%	109%	81%	87%	88%	114%	207%
<b>SANGHA TAX PAID</b>	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
Number of Families who paid Sangha Tax	2,308	4,344	4,755	4,745	8,819	10,059	12,225	10,064
<i>Increase/Decrease over last year</i>	100%	188%	109%	100%	186%	114%	122%	86%
Declared/Paid (Compliance Rate)	80%	94%	89%	80%	81%	86%	84%	69%
Total Sangha Tax paid	510,680	1,008,467	1,159,404	840,473	1,980,283	1,532,038	1,840,620	2,096,178
<i>Increase/Decrease over last year</i>	100%	197%	115%	72%	236%	77%	120%	117%
Average Sangha Tax paid	Rs 221	Rs 232	Rs 244	Rs 177	Rs 225	Rs 152	Rs 151	Rs 208
<i>Increase/Decrease over last year</i>	100%	105%	105%	73%	127%	68%	99%	136%
Actual Tax Paid / Income	5.15%	5.79%	5.59%	5.00%	7.31%	5.63%	4.89%	3.24%
<i>Supposed to Pay</i>	6%	6%	8%	8%	10%	6%	6%	5%

**A.6.2. TALUK-WISE COMPARISON**

A taluk wise comparison shows that all 4 taluks did very well in declaring their annual incomes for the year 2001.

- Chickballapur and Chintamani taluks managed to retain their previous year's level when it came to declaring incomes. Bagepalli registered a drop of 12% when an entire belt of Clusters rejected our emphasis on management.
- Siddalaghatta taluk registered a huge increase of 31% in the number of families who declared their incomes. This was because CSUs from Sadali were brought under the Sangha Tax system for the very first time.

But they did not all fare so well when it came to paying tax

- Not a single Taluk managed to retain last year's membership. Chickballapur, Siddalaghatta and Chintamani suffered big losses of 23%, 18% and 12% respectively. At Bagepalli the loss in Tax paid membership was 9% of last year's membership
- Compliance Rate was dismally low in Siddalaghatta at 51% due to the Taluk Coolie Sangha's decision not to accept Sangha Tax from many Clusters. It was poor in Chickballapur and Chintamani at 67%, and a shade less than acceptable in Bagepalli at 89%.
- In spite of a worrisome drop in the number of families who paid up, the volume of collections in 3 taluks was far higher than in previous years. Bagepalli was astoundingly high at 33% over and above last year's collections. But Chickballapur registered a drop of 13%.

- Average Tax paid was higher than previous years in all 4 taluks. Bagepalli touched a record high of Rs 260 per Member family.

## B. POLITICAL PRESENCE OF COOLIE SANGHA ESTABLISHED

A proxy measure of socio-political presence (in a non-election year) is the amount of benefits and services that is tapped from the Gram Panchayats and Taluk Panchayats. As many as 9 line items in the Baselines pertain to this:

- 2,013 families want flat roof houses.  
6 built houses; 4 houses repaired; 6 received final bill; 10 received second bill; 318 received first bill; 26 laying foundation; 322 sanctioned; 1257 applied; 47 rejected; 8 pending; 6 lapsed ;3 no action taken.  
Result = 692 or 34% (up from 10% on 30 September 2001).
- 2,157 families want their houses to be electrified under the *Bhagyajothi* scheme of the government.  
852 connections sanctioned; 49 under wiring, 87 rejected by CSUs; 20 discussing ways to rectify disconnections; 1149 applications submitted  
Result = 901 or 42% (up from 11% on 30 September 2001).
- 1,386 families want Ration Cards.  
664 sanctioned; 120 *Anthyodaya* obtained; 104 BPL list sanctioned; 358 applications submitted; 69 rejected; 71 no action taken  
Result = 888 or 64% (up from 24% on 30 September 2001).
- 1,474 elderly Coolies do not get pensions.  
398 sanctioned; 505 applications submitted; 214 claims rejected by CSUs; 357 no action taken  
Result = 398 or 27% (up from 5% on 30 September 2001).
- 88 villages want bus routes.  
18 sanctioned; 27 rejected; 2 incorrect, 30 applications submitted, 8 no action taken  
Result = 18 or 20% (up from 3% on 30 September 2001).
- 155 villages want Milk Collection Societies.  
19 sanctioned; 58 rejected; 56 applications submitted, 22 no action taken  
Result = 19 or 12% (up from 5% on 30 September 2001).
- 107 villages want Anganwadis (Under 5 Crèches for children).  
26 sanctioned; 28 rejected; 2 incorrect; 33 applications submitted; 18 no action taken  
Result = 26 or 24% (up from 9% on 30 September 2001).
- 59 villages want Primary Schools.  
16 new schools opened; 6 sanctioned; 11 claims rejected; 21 applications submitted, 5 no action taken  
Result = 22 or 37% (up from 15% on 30 September 2001).
- 5 villages want a water supply system  
5 works sanctioned  
Result = 5 or 100% (up from 60% on 30 September 2001).
- 82 Gram Panchayat Members who won with Coolie Sangha support do not report to the CSUs.  
69 reporting; 6 with opposition; 6 refused in spite of CSU pressure; 1 cancelled membership  
Result = 69 or 84% (up from 46% on 30 September 2001).

- 157 applications submitted by the CSUs have been rejected.  
79 sanctioned; 44 rejected; 34 no action taken  
Result = 79 or 50% (*up from 24% on 30 September 2001*).

### C. COOLIE WOMEN STRENGTHENED

In April 2002, the 4 Taluk Coolie Sangha Meetings whetted the following Results in baseline implementation:

- 658 Coolie women said that they were the actual managers of their families and wanted CSU Membership in their names.  
375 changes were made to the register of the Coolie Sangha; 72 claims were rejected when the Mahila Meetings found that their husbands were prodding them, thinking that women membership would lead to greater benefits; 20 incorrect, 203 no action taken  
Result = 375 or 57% (*up from 24% on 30 September 2001*).
- 98 cases of domestic violence were identified in the 4 Taluks of the Consortium Programme.  
98 under CSU/Mahila Meeting control  
Result = 98 or 100% (*up from 79% on 30 September 2001*).
- 630 women asked for Women's Fund benefits.  
20 WF sanctioned; 256 cases are being worked on by their Mahila Meetings who are making detailed business plans; 16 were rejected since they were too old to fit into the project category; 14 were rejected for various other reasons; 139 are waiting for WF overdue to reduce in their villages, 11 pending (new members, first have to win the trust of the Sangha); no action has been taken on 174 applicants.  
Result = 20 or 3% (*up from 0% on 30 September 2001*).
- 104 women claimed they were in dire straits.  
10 got work in private plantation, 1 CSU provided land for petty shop; 4 applications have been submitted under various government schemes; no action has been taken on 89 cases.  
Result = 11 or 11% (*up from 1% on 30 September 2001*).
- 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.  
Mahila Meeting took the initiative, found a suitable partner and got them married.  
Result = 1 or 100% (*already achieved in 30 September 2001*).

### D. COOLIE CHILDREN HAVE SECURE FUTURE OF THEIR CHOICE

19,730 Coolie children supported by their village CSUs continued to attend government school in their respective villages. The Baseline for the 4 Taluks had identified the following problems faced by children:

- 786 children in the school-going age are not in school.  
365 of them have been admitted in schools; 37 are now attending Non Formal Education classes; 3 placed as apprentice trainees under tailors; 241 were found to be over-aged; 92 cases were rejected by their CSUs for various reasons; no



action taken on 48 children.

Result = 402 or 51% (*same as on 30 September 2001*).

- 1,043 children go to school hungry.  
342 received grains collected by their respective CSUs; 219 were given cash assistance from their Sangha Funds; 51 were admitted in government run hostels (where food is provided free of cost); 32 parent got support through DLDP payments; 227 are false claims and can manage on their own; 2 rejected for other reasons; no action has been taken in 170 cases.  
Result = 644 or 62% (*up from 45% on 30 September 2001*).
- 3,019 children do not have even 3 pairs of clothes.  
ADATS collected clothes and distributed to all the children.  
Result = 3,019 or 100% (*up from 74% on 30 September 2001*).
- 567 girls have stopped going to school after VII Std. (on reaching the age of puberty).  
199 were re-admitted; 5 attend Non Formal Education classes; 14 girls placed as apprentices under tailors; 219 are over-aged and cannot be sent to school; 32 parents refused to be convinced; 56 claims rejected for other reasons; 42 rejected as incorrect Baseline survey  
Result = 218 or 38% (*down from 43% on 30 September 2001*).
- 26 Muslim girls only attend *Madrasas* (Urdu learning centre) and not regular school.  
18 parents were convinced and their daughters re-admitted in regular schools; 7 claims were rejected as false; 1 no action taken  
Result = 18 or 69% (*down from 81% on 30 September 2001 since 9 more girls were subsequently identified*).
- 1,114 children have finished their School and want jobs.  
32 got work in Bangalore, 46 got work in factory, 2 as electrician trainees, 3 placed in carpentry; 2 tractor mechanics, 11 got work in Karnataka Electricity Board, 54 tailoring trainees, 4 got work in bricks factory, 1 got job in bakery, 8 got work as Jeevika teachers, 3 got work in market, 1 got work in library, 2 got work in transport company, 18 as fishery trainees, 8 got work in mini water supply; 6 got bank loans for CB Cows, 1 got work as watchman; 2 got work in hospital; 4 got work in shops, 12 got work as masons, 2 got work as barbers, 2 got work as clerks, 4 got nursery work, 3 got work as bus conductor, 1 got work as peon in bank; 8 got work in dairy, 33 got work in silk industry, 2 got work as forest guards, 1 got work as radio mechanic, 8 got telephone trench work, 6 started petty business, 2 attendants in clinic, 15 motor winding trainees, 58 drivers/cleaners, 2 joined typing classes, 2 got work with stamp vendor, 29 admitted in job oriented course, 6 retaking 10<sup>th</sup> class exams, 129 selected for vocational training, 156 rejected (already employed), 4 rejected (in college), 75 undergone counselling, 351 no action taken  
Result = 398 or 36% (*up from 12% on 30 September 2001*).
- 73 children have finished School and want to go to college.  
CSUs helped 46 to go to college; 1 admitted in Industrial Training Institute; 14 claims were rejected; no action taken on 12 cases.  
Result = 47 or 64% (*up from 40% on 30 September 2001*).
- 107 orphan children are being “looked after”, in the loose sense of the word, by their respective CSUs.  
9 received grain collected in CSUs; 16 were given Sangha Fund assistance; 9

admitted in government run hostels; 2 entrusted to Cluster Secretaries and VLWs; 3 entrusted to relatives; 23 continue to be looked after by the entire CSU; 34 claims rejected since they had 1 parent; 11 no action taken  
Result = 62 or 58% (up from 55% on 30 September 2001).

## E. SURVIVAL CAPACITY OF MEMBER COOLIE FAMILIES ESTABLISHED

### E.1. Status of the CCFs

- Overdue has risen very slightly to 28% (up from 27% on 30 September 2001).
- CCF bank balances have risen to 42% (up from 40% on 30 September 2001)  
*Repaying more than Rs 500,000 worth of overdue loans without taking fresh loans indicates a tightening of the belt in many CSUs and their determination to set right an out-of-control situation.*

#### Status of the CCFs (as on 31 March 2002)

Total CCF Capital		37,676,654	100%
Total of Good Loans		10,380,000	28%
Total of Overdue		10,792,612	29%
1 to 6 Months Late	1,191,950		11%
7 to 12 Months Late	1,121,660		10%
Over 1 Year Late	8,479,002		79%
Bank Balances		15,537,864	42%

### E.2. CCF Utilisation

- Once again there was hardly any CCF activity during the past 6 months and only 69 loans worth Rs 323,323 was given out.

#### CCF Utilisation Pattern in the 4 Extensions (as on 31 March 2002)

Purpose	Amount Borrowed		No of Loans	
Crop Loans	14,449,948	20%	9,797	40%
Agriculture	2,964,273	4%	1,031	4%
Cattle	20,577,703	28%	6,976	29%
Trade & Entrepreneurship	35,656,266	48%	6,026	25%
Consumption & others	284,490	0%	380	2%
<b>Total</b>	<b>73,932,680</b>	<b>100%</b>	<b>24,210</b>	<b>100%</b>

### E.3. CCF Performance

The slight improvement in CCF Performance witnessed 6 months back has been maintained, though the indicators point to a slight worsening of the situation. This is because, in spite of repaying more than Rs 500,000 of Overdue during this reporting period, accumulated problems will take time to rectify.

- Rotation of capital has dropped to 1.96 with a slight increase in CCF Capital (down from 1.98 on 30 September 2001) due to bank interest earnings
- Repayment Rates have also dropped to 85.4% (down from 86.5% on 30 September 2001) due to fresh dates.

- Capital at Risk has risen to 28.6% (up from 26.7% on 30 September 2001).

#### CCF Performance in the 4 Extensions (as on 31 March 2002)

CCF Capital	Rs 37,676,654
Cumulative loans given	Rs 73,932,680
Rotation of Capital	1.96 %
Number of Loans	24,210
Average Borrowing	Rs 3,053
Repayment Rate 100 - (Overdue + Bad Debts / Cumulative Loans x 100)	85.4 %
Capital at Risk Overdue / Capital	28.6 %

## F. SUSTAINABLE RESOURCE USE PRACTICES SET IN PLACE

### F.1. Dry Land Development Programme (DLDP)

DLDP Plans were given out during the month of March 2002 for 4,690 Member Coolie families from 163 villages to work on 14,810 acres of land. The CSUs divided themselves into manageable work gangs to descend on an average of 3.16 acres per Member family and conduct various Soil & Water Conservation works like pebble and rock clearance, contour bunding, ravine and gully check, etc.

At the wage rate of Rs 15 per day for 100 days, we are prepared to pay out a sum of Rs 7 million for S&WC works in 2002. As is our usual practice, we will report on these works in our September Progress Report.

#### Soil & Water Conservation Plans given out under DLDP 2002

Taluk	Villages	Member Families	Acres to be worked on
Bagepalli	92	2,873	9,826
Chickballapur	14	342	655
Chintamani	39	1,318	3,797
Siddalaghatta	18	157	532
<b>Total</b>	<b>163</b>	<b>4,690</b>	<b>14,810</b>

Many Member families who had finished all their S&WC works wanted to haul alluvial silt from the tank beds onto their fields in order to improve soil texture and fertility. Plans were given out for 2,321 Member Coolie families from 112 villages to haul silt onto 7,108 acres of land.

As per the established practice for this activity, no wages are paid for digging the silt from the dry tank bunds and loading it onto tractors. This is back breaking working in the hot summer months and can be undertaken only by very mature CSUs who have a high degree of functional unity. Each CSU itself negotiates with friendly *Ryots* in their respective villages to hire the tractors.

A tractor can haul approximately 20-25 loads of silt per day, depending on how far the dry irrigation tanks are from Coolie fields. ADATS will pay the hire charges at the rate of 1 day's hire charges for 2 acres.

This will result in each acre of Coolie land receiving 10-12 loads of silt. At the rate of Rs 750 per day, we will spend approximately Rs 2.7 million to haul more than 85,000 loads of silt onto Coolie lands.

#### Silt Hauling Plans given out under DLDP 2002

Taluk	Villages	Member Families	Acres to be hauled on
Bagepalli	13	191	725
Chickballapur	50	1,046	2,798
Chintamani	31	924	2,223
Siddalaghatta	18	160	1,362
<b>Total</b>	<b>112</b>	<b>2,321</b>	<b>7,108</b>

## F.2. Land Issues

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

- 849 families were landless.  
74 families obtained title deeds from the government; 2 received land from *Gomala*, 3 received land from relatives, forest land was ploughed and given to 18; 357 cases were rejected as there was no land available in the villages; 25 applications submitted; 364 no action taken.  
Result = 97 or 11% (up from 3% on 30 September 2001).
- 1,677 families were tilling their lands without any proper deeds of ownership.  
32 got title deeds from the government; 367 more *Saguvali chitis* were received; 27 received records, 43 have paid the necessary fees; 20 are yet to pay their fees; 115 lands surveyed; 440 applications submitted to the revenue department; 130 applications have been rejected since these are forest department lands; 530 no action taken.  
Result = 372 or 24% (up from 11% on 30 September 2001).
- 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.  
290 got *Kathe* changed to their names; 49 rejected; 10 records submitted, 129 applications submitted; 955 no action taken.  
Result = 290 or 20% (up from 3% on 30 September 2001).
- 1,213 families say their holdings have been wrongly entered in our database management system.  
1173 lands surveyed but not updated; 1 incorrect; 39 no action taken  
Result = 1,173 or 97% (up from 0% on 30 September 2001).
- 731 families have left their lands barren.  
432 lands ploughed by themselves or by the CSUs; 2 lands planted with trees, 5 rejected -decided to take up Non Farm ventures; 4 disputes couldn't be settled; 27 too late to plough; 148 rejected by CSU; 113 no action taken.  
Result = 434 or 59% (up from 33% on 30 September 2001).
- 745 families have mortgaged their lands.  
143 lands released; 33 decided to assist with CCF loans; 8 rejected because they are habitual, 21 rejected as the amounts are too large; 8 incorrect survey; 105 rejected by CSU; 427 no action taken.  
Result = 143 or 19% (up from 9% on 30 September 2001).

## H. STAFF CAPACITY DEVELOPED

### H.1. PME Workshops

Only 1 formal PME Workshops was conducted during this reporting period since our Management Consultant got another assignment and could not fulfil his commitment.

We decided to continue training ourselves by reading books and devoting 2-3 hours every Monday to participative discussions on Activity Processes, Monitoring and Performance Appraisal. Section I of this Progress Report summarises much of what we discussed.

### H.2. Performance Appraisal

The performance of each Staff Member is merely the aggregate of the performance of the individual Processes that she or her owns.

Measuring Process performance, we have already said, needs the introduction of systems and procedures that measure the Results of each set of actions, *then and there, as and when* they are undertaken. This is well nigh impossible without digitization.

During this reporting period, we tried to measure the performance of the first 2 Processes in our Process Map:

#### H.2.1. PROCESS: "INCOME DECLARATION TO TAX PAID MEMBERSHIP & FUNCTIONAL UNITY"

As a first step, we data-mined our vast and exhaustive databank and extracted actual figures on each Member Coolie family's Income Declaration and Tax Paid history. Then we adopted 4 key indicators – the number of years of Sangha Tax paid, Average CSU Membership per year, Stabilized CSU Membership for the past 2 years, and the actual amount paid as Sangha Tax by each Member Coolie. Finally we used simple algorithms on this huge volume of data in order to rate each village CSU on a scale of 0-10.

The final scores gave an objective assessment on the performance of each village CSU with regard to the first Process in our Process Map.

#### An Extract from the Process Performance Table

CLUSTER	VILLAGE CSU	INDICATORS FOR TAX PAID PROCESS				RATING					
		Years of Tax Paid	Average Membership per year	Stabilized Membership (past 2 years)	Tax per Member per Year	YEARS	STABILITY	AMT PAID	PERCENT PAID	FINAL SCORE	
C001	033	Devareddipalli	8	27	32	319	10	7	6	9	8
	029	Sakulavarapalli	8	18	16	385	10	5	8	9	8
	001	Kondireddipalli	5	35	30	206	6	5	4	4	5
	183	Adepalli	3	55	55	250	4	6	5	3	4
	184	Puttaparthi	3	42	40	235	4	6	5	3	4
	034	Gantamvaripalli	4	23	9	279	5	2	6	4	4
C003	056	Neeragantapalli	8	23	23	267	10	6	5	8	7
	006	Lagumaddepalli	6	16	15	251	8	6	5	5	6
	008	Shankavarempalli	2	32	32	184	3	6	4	2	4
	009	Aachepalli HC	5	26		209	6	-	4	3	3
	097	Aachepalli MV	4	30		221	5	-	4	3	3
	010	Gurralladinne	1	18	9	197	1	3	4	1	2

### H.2.2. PROCESS: “BASELINE MAKING TO PROBLEM SOLVING”

The second exercise we attempted was to score each Field Worker according to Results obtained in the implementation of their Baselines. Since this was only an interim exercise, pending the completion of the Baselines in August 2002, we will not give any details in this Progress Report.

### H.3. Digitization

The arrows in our Process Map show a 2-way flow of Data and Information. Sheer facts and figures are generated in the form of raw Data every time a Process is undertaken. When captured and processed using simple algorithm, this wealth of Data is converted into Information. When shared with fellow workers, it becomes Knowledge.

ADATS has a rich tradition of Data capture, converting it into Information and sharing Knowledge gleaned from experience.

- Systematic coding and recording of Data began 23½ years back, from the very day we started.
- This was digitised 16 years back using an in-house software which captured Data and prepared online Information Reports.
- Sharing Information in weekly Situation Meetings, gleaning shared Knowledge and compiling it into 6 month Progress Reports is once again an age old practice.
- Due to our strict policy of total and exception-less transparency, all Data, Information and Knowledge (including negative opinions voiced by detractors) are shared world-wide through the internet.

Yet we realised that there were deficiencies. Our RDBMS software was nearly 2 decades old and served merely as a cupboard to store data. We were still on an obsolete UNIX operating system which is no longer supported. Users needed to understand the structure and design of the database, as well as the OS in order to use our in-house software. Our hardware did not support the rich graphics and other capabilities that are now common place in office environments. OnLine Reports were not sharp enough to quickly meet the diverse information needs of different Process owners. Much of our raw Data was generated from the finance module (as was then the practice, 1½ decades back) and not from the Processes themselves. This last is extremely counter-productive when attempting to build a process-centred organisation.

For these reasons we decided to revamp our entire hardware and software scenario. Though still in the nascent stage of being implemented, the move has already provided rich dividends in terms of increased Staff and functionary performance.

### III. PRESENT STATE OF AFFAIRS

#### BAGEPALLI TALUK

Learning from the Member Coolie families, we realise that a no-nonsense, rhetoric-free, bottom-line measurement for success in an effort like ours can only be:

- Whether Member Coolie families are willing to define their day-to-day Life Activities as Development Processes, and
- Whether they are they willing to entrust these Development Processes to the joint efforts of ADATS and the Coolie Sangha.

Judging by these cold yardsticks, we can state that most of Bagepalli taluk has grabbed the emphasis on managing Results with both hands. Even personal issues normally considered to be in the private domain are squarely placed within the purview of the Coolie Sangha.

Key Indicators are Income Declared, Sangha Tax Paid, Baseline Implemented, CCF/WF Repaid and DLDP Utilisation.

But ironically, an entire belt in the erstwhile CEP Area rejected our emphasis on management and 6 whole Clusters refused to declare their Incomes and pay Sangha Tax. We at ADATS panicked. But the BCS Meeting categorically called their bluff and said they would NOT receive Sangha Tax from the belt even if they later decided to pay up.

#### REVIVAL OF CHICKBALLAPUR

Chickballapur has never witnessed feudal oppression of a classical type. Problems faced by the Coolie caste-class were ones encountered by any lumpen proletariat farm worker in capitalist agriculture. They had no trade union, no savings for emergencies, and no one really cared for them as persons, over and beyond their contribution as farm workers. The peasantry in Chickballapur had a rather liberal mindset. They treated their cultivation like any other business, and sought no extra-economic feudal benefits like prestige or undeserved respect.

The Coolies of Chickballapur were enamoured by early struggles that took place in Bagepalli and Chintamani. They intuitively identified themselves with the severely exploited serf-like caste-class in those taluks. Innate feelings of solidarity and bonding, coupled with their own sub-conscious thirst for identity attracted the Coolies of Chickballapur to build the Coolie Sangha. Language too played an important role. The Coolies' mother tongue, Telugu, had been obliterated by the dominant *Ryot* language, Kannada.

Coolie Sangha building proceeded very systematically, almost mechanistically. However, unlike in the other taluks, it was not quite the same personal reaction to any soul wrenching history that Member families had in their collective sub-conscience. This did not cause much problems during our intervention phases. But when deep and gnawing questions of withdrawal, independence, autonomy, and self-reliant continuity had to be addressed, Chickballapur taluk faltered.

To interpret this faltering as non-serious, opportunistic or lackadaisical would be a mistake. Deep emotional attachment to the slogans and personalities of the Coolie Sangha, coupled with a mechanistic project-like attitude towards various programmes and activities, merely reflected a natural reaction by a sensitive people within a liberal political economy.

Managing Results and systemising our approach ideally suits the Coolies of Chickballapur. Yet they faltered. A relaxed and apathetic attitude, quite different from disdain, resulted in heavy CCF and Women's Fund Overdue. Not because their ventures failed or they incurred losses but because, in their mindset, it was not a priority to repay and rotate these funds. They

had merely been sympathetic bystanders, giving moral solidarity to the larger mass movement.

Early in this reporting period, the shots were called. It was made clear to ADATS Staff and functionaries that laxity was unacceptable. Once the message got out loud and clear, they scampered to reorganise themselves. Chickballapur taluk is definitely on the road to revival.

## RESISTANCE AT CHINTAMANI

The socio-political impact of Coolie Sangha building is highest at Chintamani. In a taluk with extremely powerful adversaries, and unusually violent politics,<sup>1</sup> Member Coolies have succeeded in building powerful village CSUs. Their formidable presence resulted in getting an MLA and MP of their choosing elected, defying the dictums of established national parties. In February 2000 they made an impressive showing in local body elections, capturing more than half the Gram Panchayats. ADATS Staff and Coolie Sangha functionaries have honed their skills in political strategies of empowerment.

The rhetoric is sharp at Chintamani, loyalty to personalities unquestioned, emotions uninhibited, and lines clearly drawn between friends and foes. The super effective cadre are both, honest as well as sincere. And everything gained in terms of development Results is a hard earned outcome of political will, determination and relentless struggle, often against impossible odds.

- Tackling the CCF Overdue problem is not viewed in terms of individual borrowers' willingness/ability to repay; instead it is a statement of intent on whether the Member Coolies are serious about combating usury.
- Implementing the DLDP is not primarily in order to improve land holdings; instead it is an opportunity to demonstrate unity and discipline.

This is because feudal oppression was highest in Chintamani taluk, where there was no Left movement to counter the 2 dominant landlord families and their henchmen. Till very recently, children were not *allowed* to go to school, Harijans were not *allowed* to till their lands, and newly wed boys were not *allowed* to sleep with their brides on their nuptial nights. As a result, the Coolie Sangha was forced to treat every single ordinary day-to-day Life Activity as a struggle. Through these heroic struggles, they altered the power balance of the taluk in just 14 short years.

1½ years back, Chintamani fared extremely well during the Strategic Planning exercise when we spoke of goals, objectives and project purpose. That kind of talk was right up their sleeves. They descended on each line item in the Baseline and outscored the other taluks in obtaining Results from government schemes and offices. But taking the management exercise to the next step was no easy task. Convincing themselves to tone down on the rhetoric, reduce the role of personality, recognise and manage Processes, bordered on sacrilege. To their mind, an emphasis on managing Results seemed synonymous to an abandonment of time tested and proven political strategies.

There is a flip side to all this. When matters are sharp and polarised, there is plenty of room for opportunists and free riders. At the highest level they are a *coterie* who cling to the power centre and reap much undeserved reward. At the lowest level they are stragglers who themselves burn no bridges, but benefit from Results that accrue to society at large.

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<sup>1</sup> When we first started in mid 1988 we had to quickly withdraw all outside Staff and shut down the programme for several months due to a violent backlash from the landlords.

Chintamani shot to international infamy a year back when 7 Harijana Member Coolies were burnt to death in their house at Kambalapalli CSU



Paradoxically, it is the personality of ADATS that has to descend in full swing to counter the *coterie* and stragglers who will do their everything to keep matters unchanged. Even the honest and sincere cadre will not embrace management for its intrinsic *raison d'être*. Instead they will do so on pure faith. This is a strategic compromise that we will have to live with till a result oriented management culture is imbibed in the taluk.

### THEFT AT SIDDALAGHATTA

In mid January a group of women from Sadali approached us and said that the Women's Fund Case Worker had not given them their WF Loan amounts for the past 1 year. As is our established practice, the BCS President and Treasurer immediately visited the village, only to find that the complaint was true.

We printed out a list of each and every outstanding CCF and WF loan (whether overdue or not) and formed several Internal Audit Teams to visit each outstanding borrower in every village of Siddalaghatta taluk. Genuine cases were asked to sign Acknowledgements of Debt. Those who wouldn't were asked to explain why. This painful task took nearly 2 months and the findings were shocking.

We unearthed a nasty connivance between an Area Field Worker, a Mahila Trainer, the CCF Field Worker, the WF Case Worker, the elected Taluk Secretary and several Cluster Secretaries. Together they had robbed many borrowers of their loan amounts.

Their *modus operandi* was to get CCF loans and WF assistance passed in the villages, actually give out the moneys to the borrowers, and then take back a part of it for "safekeeping". Under some pretext or the other, these "safely kept" amounts were never returned. The criminals assured the borrowers that they would repay the amounts when their dates came up. When these repayment dates did arrive, the borrowers begged them to keep their words. Only when their every effort failed did a group of women summon the courage to approach us.

Everyone's first reaction was one of disgust. There was no sympathy for the so-called borrowers who were seen as connivers in every sense of the word. It is no exaggeration to state that the Siddalaghatta Coolie Sangha Meeting seriously contemplated *hari-kiri*. Then they swung into action.

The Area Field Worker's family was rudely summoned. His shamed father made the son sign a detailed confession, and gave 3 post dated cheques.

We were advised not to register a formal complaint since (a) there was no documentary proof, (b) neither ADATS nor the Coolie Sangha was directly cheated, and (c) we did not trust the victims to follow up a criminal complaint.

The neutral public in the town and villages, friends as well as adversaries, completely sympathised with us. The Siddalaghatta police got wind of what had happened and took initiative on their own. They got the WF Case Worker to sign a confession and obtained 3 post dated cheques. He later shamelessly filed a complaint of torture, but it was scornfully rejected.

The Taluk Secretary was hounded out of his post and a brave woman elected to lead the taluk in these difficult times. Entire Clusters where functionaries had connived were cancelled and membership denied even to those who were prepared to pay Sangha Tax.

Our Projects Assistant at Siddalaghatta (a senior member of the ADATS Core Group) begged off his overall duties and concentrated on the taluk. At the time of writing this report, in May 2002, some sense of sanity is slowly creeping back.